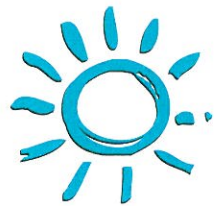


ARIZONA WORKFORCE CONNECTION



☒ **Cochise One Stop**
1843 Paseo San Luis
Sierra Vista, AZ 85635
(520) 458-9309
Fax (520) 458-4786
TTY (520) 452-1667

☐ **Cochise One Stop**
1706 E 10th Street
Douglas, AZ 85607
(520) 364-8906
Fax (520) 364-8926

☐ **Graham One Stop**
1910 W. Thatcher Blvd.
Safford, AZ 85546
(928) 432-6932
Fax (928) 432-6936

☐ **Greenlee One Stop**
PO Box 816
300 N. Coronado Blvd.
Clifton, AZ 85533
(928) 865-4003
Fax (928) 865-4006

December 6, 2013

Michael J. Ortega
County Administrator
Cochise County AZ
1415 Melody Lane
Bldg. G
Bisbee, AZ 85603

Dear Mr. Ortega,

Enclosed herewith is our 5 year business plan for WIA as Vada informed you via email today.

Please have your Board of Supervisors approve the plan at their next meeting. If you would like Vada or myself to attend a meeting to go over the plan please let me know.

Thank you,

Vickie L. Simmons, CPA
Deputy Director

Enclosure



Local Plan Signature Page

**Local Plan Signature Page Program Year 2014 through Program Year 2017
WIA Title IB**

We, the undersigned, do hereby approve and submit this Local Plan for the Workforce Investment Act (WIA) Title IB Programs for the:

Southeastern Arizona Workforce Connection

Local Workforce Investment Area (LWIA)

Submitted on behalf of the Local Investment Board (LWIB) and Chief Local Elected Official(s) for this Local Workforce Investment Area.

Signature – Chief Local Elected Official

Date

Ann English, Chairman, Supervisor, District 2

Signature – Chief Local Elected Official

Date

Richard Searle, Vice Chairman, Supervisor, District 3

Signature – LWIB Chair

Date

Ronald Curtis, President

Approved on behalf of the State of Arizona:

**Signature – Chairman
Workforce Arizona Council**

Date

Southeastern Arizona Workforce Connection



Cochise, Graham & Greenlee



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928-432-6932

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300 N Coronado Blvd
Clifton, AZ 85533
928-865-4003

www.seazworkforce.org

Equal opportunity employer/program
Auxiliary aids and services are available upon request to individuals with disabilities

STRATEGIC INTEGRATED WORKFORCE PLAN

Workforce Investment Act, Wagner-Peyser Act, and

Department of Labor Workforce Programs

JULY 1, 2014 – JUNE 30, 2017

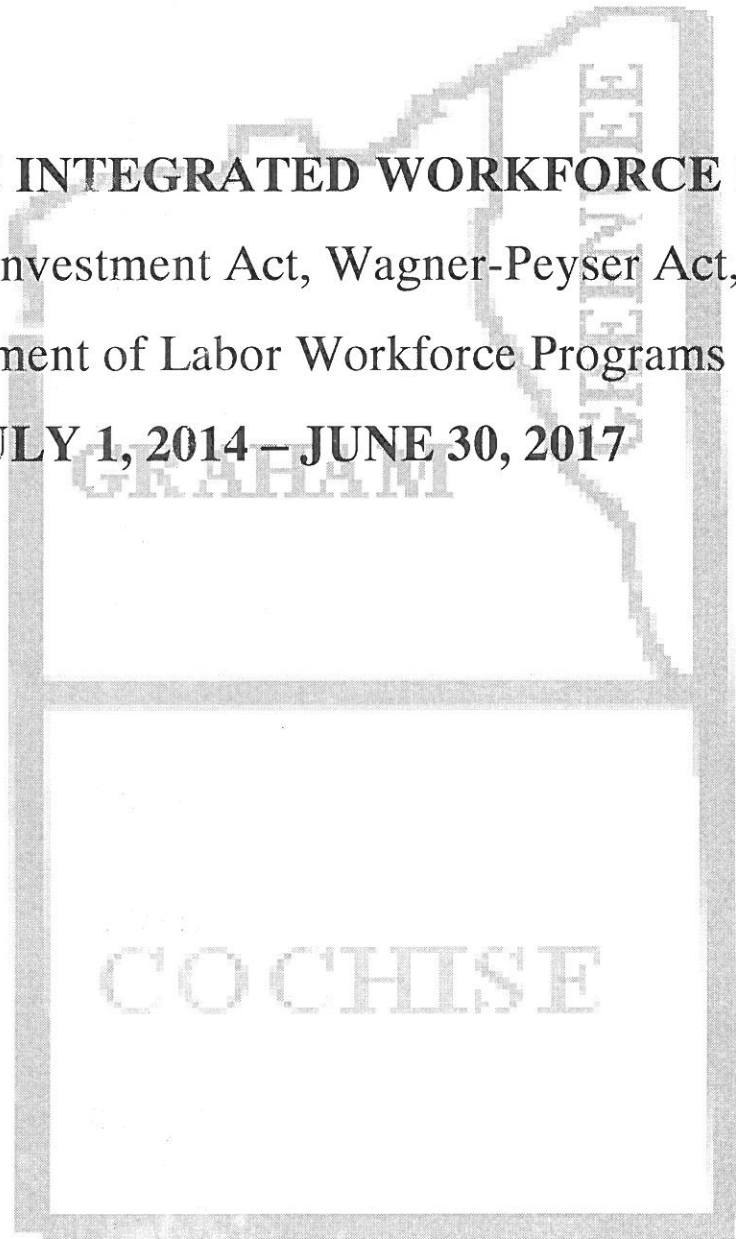




TABLE OF CONTENTS

	<u>Page Number</u>
A. Table of Contents	2
B. Executive Summary	3-14
C. Business Plan Narrative	15
D. Planning Development	16-22
E. Administrative Structure	23-31
F. Equal Opportunity and Affirmative Action	32
G. Evaluation and Market Analysis	33-38
H. Integrated Service Delivery	39-61
I. Service Delivery to Target Populations	62-74
J. Desired Outcomes	75-78
K. Agreements, Policies and Procedures	79-80
L. Complaints, Grievances	81-82
<u>Appendices</u>	83 -
1) Public Notice – Affidavit of Publication	
2) Distribution list - Notification of key Stakeholders	
3) Public Comments received as result of public notice	
4) Staff Responsibilities	
5) Youth Contract Award Detail	
6) Fully executed Chief Local Elected Official Agreement clearly identifying the administrative and fiscal entity and reflecting the responsibilities of each.	
7) Chief Local Elected Official and Local Board Partnership Agreement	
8) Local Board and Designated Operator Agreement	
9) Fully executed Memorandums of Understanding between the One Stop Operator and each partner agency	
10) Fully executed Resource Sharing Agreement outlining how services and operating costs of the local system will be funded; methodology for cost sharing and invoicing and payment processes	
11) Emergency Procedures	

B. Executive Summary

This multi-year plan provides information on how the Southeastern Arizona Workforce Connection will continue its track record of providing high quality workforce services to the citizens of Cochise, Graham, and Greenlee counties. Following is data to support the plan details:

1. Counties Covered
2. Description of Local Area Characteristics
3. Sector Strategies to Focus On
4. Dropout Rates and Literacy Information
5. Local Workforce Board Strategic Planning Results
6. Process for the Plan Development: Chief Elected Officials, Workforce Board, and Stakeholders
7. Public Review and Comment Process

1. Counties Covered

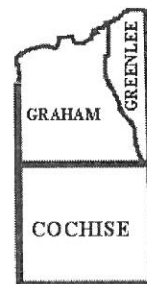
Southeastern Arizona Workforce Connection is comprised of Cochise, Graham and Greenlee counties.

2. Brief description of the characteristics of the local area

Cochise County is a county located in the southeastern corner of the U.S. state of Arizona. The population was 131,346 at the 2010 census. This county borders southwestern New Mexico, southeastern Arizona, and northwestern Mexico's Sonora state. Aerospace & defense, Healthcare, Tourism and Border Security are the principal industries.

Graham County is located in the southeastern part of the U.S. state of Arizona. As of the 2010 census its population was 37,220. Mining, agriculture and criminal justice are the principal industries.

Greenlee County is located in the southeastern part of the U.S. state of Arizona. As of the 2010 census its population was 8,437. The County is 120 miles long and 20 miles wide it covers 1,837 square miles. Mining and agribusiness are the principal industries. The copper industry has been an important industry in Greenlee County and the State of Arizona for more than 130 years.



3. Sector Strategies area will focus on (include statewide sectors that exist in the local area plus local area specific sectors)

Aerospace & defense*

Healthcare*

Mining*
 Transportation & logistics
 Energy*

Tourism
 Border security*
 Agriculture*

*Local Workforce board Focused Sectors

4. Educational information related to drop out rates and literacy information

2012-2013 Dropout Rates:

County	Subgroup	# of Students Enrolled	# of Dropouts	Dropout Rate
Cochise				
Cochise	All	10154	309	3.0
Cochise	African American	448	11	2.5
Cochise	Asian	158	*	0.6
Cochise	Hispanic or Latino	5125	197	3.8
Cochise	Native American	108	*	2.8
Cochise	Native Hawaiian or Pacific Islander	72	*	1.4
Cochise	White	3982	93	2.3
Cochise	Multiple Races	261	*	1.1
Cochise	Economically Disadvantaged	5350	211	3.9
Cochise	Limited English Proficient	229	23	10
Cochise	Students with Disabilities	1166	37	3.2
Cochise	Migrant	59	*	3.4
Cochise	Female	4940	127	2.6
Cochise	Male	5214	182	3.5
Graham				
Graham	All	2940	127	4.3
Graham	African American	26	*	11.5
Graham	Asian	12	*	8.3
Graham	Hispanic or Latino	1048	59	5.6
Graham	Native American	266	28	10.5
Graham	Native Hawaiian or Pacific Islander	*	*	10
Graham	White	1549	32	2.1
Graham	Multiple Races	29	*	10.3
Graham	Economically Disadvantaged	1193	61	5.1
Graham	Limited English Proficient	*	0	0
Graham	Students with Disabilities	354	19	5.4
Graham	Migrant	0	0	0
Graham	Female	1457	53	3.6
Graham	Male	1483	74	5

Greenlee				
Greenlee	All	917	*	0.3
Greenlee	African American	11	0	0
Greenlee	Asian	*	0	0
Greenlee	Hispanic or Latino	520	*	0.6
Greenlee	Native American	12	0	0
Greenlee	White	356	0	0
Greenlee	Multiple Races	16	0	0
Greenlee	Economically Disadvantaged	299	0	0
Greenlee	Limited English Proficient	0	0	0
Greenlee	Students with Disabilities	107	*	0.9
Greenlee	Migrant	0	0	0
Greenlee	Female	427	*	0.2
Greenlee	Male	490	*	0.4

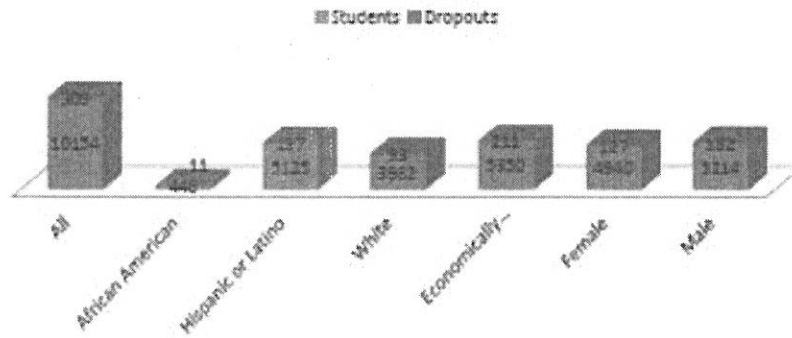
NOTE: Data provided by Arizona Department of Education.

Please note: asterisks (*) in the data indicate numbers under 11 that are not reported per the Family Educational Rights and Privacy Act of 1974 (FERPA).

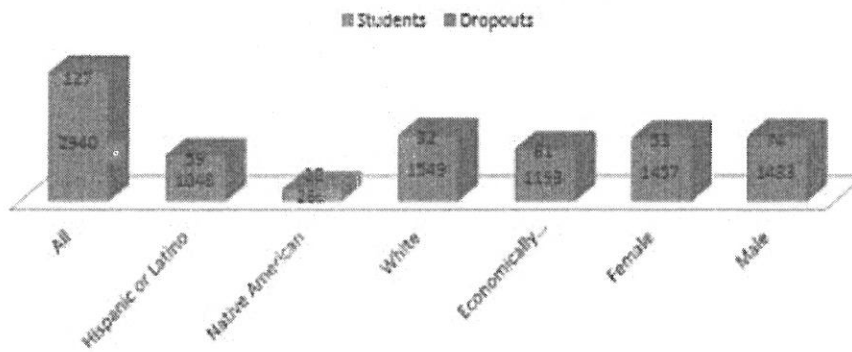
Dropout rates are reported for grades seven through twelve, and are based on a calendar year that runs from the first day of summer recess through the last day of school. A school's total enrollment is used as the population figure against which dropouts are subsequently counted. For purposes of the above study, dropouts are defined as students who are enrolled in school at any time during the school year, but are not enrolled at the end of the school year and did not transfer, graduate or die.

On the following page is a chart for the three counties, Cochise, Graham and Greenlee counties, showing the dropout rates.

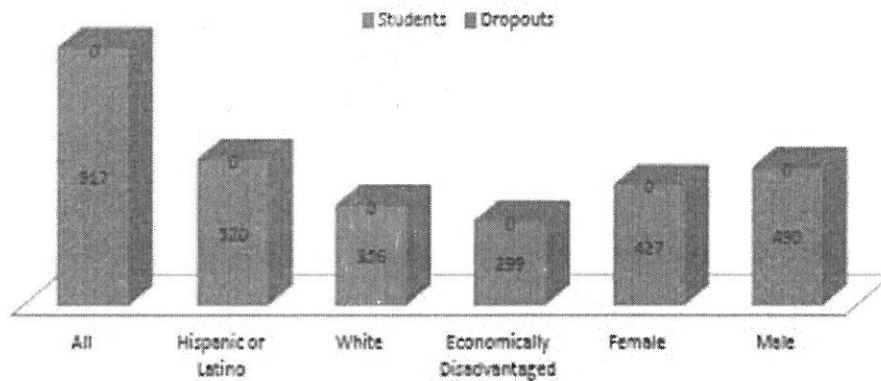
Dropouts in Cochise County



Dropouts in Graham County



Dropouts in Greenlee County



Data provided by Arizona Department of Education.

■ The U.S. Department of Labor-Bureau of Labor Statistics has determined the 2008 median annual earnings difference between no diploma and a high school credential to be \$8,580. The 409 individuals earning a GED® in Cochise County represent a potential increase in taxable income of approximately \$3,510,000 per year.

- 41% of adult learners in Cochise County are between the ages of 25 and 44.
- 36% of adult learners in Cochise County are employed.
- of the population 18 and over representing child-bearing and employment ages in Cochise County, 7% (6,411) have less than a high school education. The 2003 National Assessment of Adult Literacy research confirms once again that the educational attainment of the parents particularly that of the mother, has a direct bearing on the educational achievement of a child.
- 20,422 students were enrolled in public pre-school through high school during the 2009-2010 school years. Cochise County reported 6,246 public high school (Grades 9-12) students and a dropout rate for grades 7-12 in 2007-2008 of 3% (338). ADE-AES served 252 people under the age of 25, of whom 81% (204) were between ages 16 and 21.
- 56% of the adults in Cochise County enrolling in Adult Education classes had reading, writing, and/or math proficiency skills at eighth grade or below.

NOTE: Data not available for Graham and Greenlee counties.

NOTE: Data provided by AZ Department of Education.

5. Vision and mission of the Local Workforce Area established by the Local Workforce Investment Board.

Developing tomorrow's workforce today by building partnerships and providing leadership in employment, education and training. The Local Workforce Investment Board mission is to provide quality services to employers and job seekers, ensuring universal access to all customers, and promoting the concept of seamless delivery of services.

Strategic plan critical issues, goals and strategies created by Local Workforce Investment Board



STRATEGIC THINKING RETREAT: Southeastern Arizona Workforce Board

PLANNING REPORT

LOCAL SECTORS *Local Workforce Board Focused Sectors*

Aerospace
Defense/Border Patrol
Health-Care Related
Agriculture
Mining

PRIORITY ACTION BOARD WILL FOCUS ON

Starting on page 3 of this report is the collection of ideas brainstormed. Board Members voted on which of the brainstormed ideas they should focus on as priorities.

1	Contract for Immersion Training for Board Members and Staff – what is it like to be a Workforce Investment Board client?
2	Establish a Youth Academy that utilizes the Cinemax Theaters to expand Youth Launch into Life. Topics should include dress for success, resumes, interviewing, check writing, credit, and career exploration. Invite colleges, recruiters, job corp, and vocational technical education. Provide information on salary potentials with different levels of education and training.
3	Provide customer service training annually to all staff and partners working with the local workforce system
4	Position workforce system kiosk in Sierra Vista mall as a pilot that increases access and marketing
5	Research structure, service mix, and innovative practices in other Arizona workforce areas and nationally
6	Communicate to parents about job training opportunities.
7	Hold job fairs.

SWOT ANALYSIS

What are the strengths, weaknesses, opportunities, and threats this local workforce area system has?

STRENGTHS	WEAKNESSES
Great, Unified Staff	Distance between Communities
Board Is Interested and Active	Need More Communication with Potential Partners and Clients
Open To Change	Limited Space
Out of Box Thinking	Signage
Business Support for Dollars	Technology (support system IT)
Community Presence and Outreach	Lack of Education/Communication with Elected Official and Some Large Industries
Networking	Better Identify/Engage Sectors
Non-Profit Agency and Independence	Learning Curve
Merger Allows Us to Serve More	Communication
Business Outreach Has Raised Awareness	Too Many Hats
Strong Leadership	Scheduling Challenges
Strong Return on Investment	Limited Staff
Reputation	
Talent	
Visionary	
Goal Attainment	
Fiscally Responsible	
Diversity of the Board & Board of Supervisors	
OPPORTUNITIES	THREATS
Community – Small and Receptive	Budget Cuts
Now Areas Is All in Same Legislative District	Small Number of Growth Companies Hiring
Morenci Expansion	Business Growth versus Community
Border Location	Infrastructure
Can Develop Staff and Teamwork with DES/WF/Others	Limited Housing
Grants and Other Funding Sources	Regional Haze
Collaboration of Community Educators	Border Location
Enhance/Update Staff Skill Sets – Modernize	Future of Workforce
Leverage Resources	Business Closings
Build Stronger/Effective Sector Strategies	Economy
Grants	Program Cuts
Change People's Lives	Lack of Buy-In
	Legislation

BRAINSTORMING

The planning session attendees separated into 3 groups. Each studied a topic and brainstormed ideas to create a high-performing tri-county region. Topics were rotated so every attendee was able to participate on all topics. When the brainstorming concluded, the small groups created goal statements and presented their recommendations to the full group. Individuals voted on the goals that were most immediate to accomplish.

The 5 topics brainstormed:

1. Board Development
2. Community Awareness and Business Outreach
3. Improving Partnerships – “Training Partners”
4. Staff Capacity
5. Working Partnerships and Developing Outreach

Board Development

- Immersion training – what is it like to be a Workforce Investment Board client (13 votes)
- Find out what’s new at other Workforce Investment Board’s in Arizona and nationally (11 votes)
- Board Member organization presentations (5 votes)
- Spotlight local businesses - ideas, challenges, education (5 votes)

Community Awareness and Business Outreach

- Communicate to parents about job training opportunities (10 votes)
- Job fairs (9 votes)
- Enhance social media use (6 votes)
- News releases (5 votes)

Improving Partnerships – “Training Partners”

- Youth Academy: Utilize Cinemax Theaters for Youth (expanded) Launch into Life with Dress for Success, Resumes, Interviewing, Check Writing, Credit, Career Exploration with Colleges, Recruiters, Job Corp, Vocational Technical Education, Salary Potentials with Different Levels of Education and Training (12 votes)
- Create more internships (10 votes)

- Involve high school counselors, Joint Technical Education District, high schools... (10 votes)

Staff Capacity

- Annual customer service training (12 votes)
- Do staff needs assessment (7 votes)
- Create professional development plans for each employee (5 votes)
- Cross training (5 votes)

Working Partnerships and Developing Outreach

- Have kiosk in mall (11 votes)
- Identify populations non-profits serve such as Good Neighbor Alliance (8 votes)
- Follow-up for satisfaction to improve customer service with employers (5 votes)
- Review communication materials and update (5 votes)

BALANCED SOCRECARD MEASURES TO CONSIDER

The Local Board will compare this list to the final results of the Workforce Arizona Council in regard to a balanced scorecard and make a decision on whether any local measures are needed. If so, local measures will be decided among these:

- Customer Perspective of Employer Satisfaction Survey at Job Fairs
 - Job Seeker – Employer/Employment
 - Number of Calls To/From Employers-Repeat Calls
 - Number of All Job Postings versus Entry-Level or Management
 - Quantitative Measure
 - Types of Touches
- Financial Perspective of location of Training Dollars
 - Total
 - By Trainer
 - Per Client Average
 - Per Program
- Internal Business Processes Perspective
 - Number Unqualified but Referred to Employers
 - Satisfaction Survey
 - Staff Should Define
- Workforce Capacity Perspective Master Trainer for Staff Certifications
- General Considerations
 - Have a kiosk check-in that records data with custom questions
 - Work with Biz Outreach staff to set realistic goals
 - Don't over think measurements and keep focus on quality of service

Describe the involvement of the Chief Local Elected Official, the Local Workforce Investment Board and stakeholders in the development of the plan

Southeastern Arizona Workforce Connection's strategic local Workforce Investment Plan represents the collaborative effort of a variety of stakeholders who have an interest in the development of a local workforce investment system that provides high quality services to employers, employees and job seekers. The local area held three planning meetings to involve the variety of stakeholders in the development of the plan. Local elected officials attended one of those meeting to discuss the building of the plan and revisions to the plan. The local area had representation at the statewide meetings where the Governor's vision for the workforce system. The planning guidance was reviewed and statewide technical assistance was provided.

6. Describe the process used to make the Plan available to the public, as well as key stakeholders, and the outcome resulting from review of public comments.

Copies of the proposed five year plan will be available in Southeastern Arizona Workforce on the organization's website: www.seazworkforce.org. Public notices were posted throughout Cochise, Graham and Greenlee Counties -- see Appendix 2 for locations. Three five year plan meetings were held to discuss the 5 year plan. The meetings were held September 5, 2013, September 30, 2013 and October 7, 2013 -- see Appendix 2 for the attendees of the September 30, 2013 and October 7, 2013 meetings. The Local Workforce Investment Board was invited to the meetings. Also, the County Boards of Supervisors from the three counties were invited to the meetings. The plan will be submitted to the Local Workforce Investment Board and to the Cochise, Graham and Greenlee County Boards of Supervisors (Chief Local Elected Officer) for review and approval.

We received two comments from the public during the 30 day public hearing period -- see Appendix 3 for comments and the outcome of each comment.

C. Business Plan Narrative

1. Cross-Program Strategies – The local workforce area's Welcome Function will do the initial assessment when a client/customer walks in the door of the One Stop Center. The Welcome Function will consist of all partners greeting customers. Our local office prides itself in providing consistent program services no matter what the customer requests. All customers will be treated the equally. Staff will be trained on updated seamless services policies and procedures. A resource community checklist will be available to customers listing unavailable in the One-Stop Center. If needed, the staff will co-enroll clients/customers in order to make services available to all participants.

2. Partnerships – Southeastern Arizona Workforce Connection works to build and strength relationships with our partners. In our Comprehensive One Stop our partners include:

- Wagner-Peyser
- Vocational Rehabilitation
- Veterans Representatives

To continue to strength our relationships with our partners we have special recruitment fairs, mini job fairs in our office, attend business networking events and are members of all the Chambers of Commerce in the three county areas in order to make the connection with the local employers.

D. Planning Development

Describe the involvement of the Chief Local Elected official (CLEO), the Local Workforce Investment Board (LWIB) and the stakeholders in the development of the plan.

Southeastern Arizona Workforce Connection's strategic local Workforce Investment Plan represents the collaborative effort of a variety of stakeholders who have an interest in the development of a local workforce investment system that provides high quality services to employers, employees and job seekers. The local area held three planning meetings to involve the variety of stakeholders in the development of the plan. Local elected officials attended one of those meeting to discuss the building of the plan and revisions to the plan. The local area had representation at the statewide meetings where the Governor's vision for the workforce system. The planning guidance was reviewed and statewide technical assistance was provided.

Describe the process used to make the Plan available to the public, as well as key stakeholders, and the outcome resulting from review of public comments. Describe measures taken to include or address all comments received.

Copies of the proposed five year plan will be available in Southeastern Arizona Workforce on the organization's website: www.seazworkforce.org. Public notices were posted throughout Cochise, Graham and Greenlee Counties – see Appendix 2 for locations. Three five year plan meetings were held to discuss the 5 year plan. The meetings were held September 5, 2013, September 30, 2013 and October 7, 2013 – see Appendix 2 for the attendees of the September 30, 2013 and October 7, 2013 meetings. The Local Workforce Investment Board was invited to the meeting. Also, the County Boards of Supervisors from the three counties were invited to the meetings. The plan will be submitted to the Local Workforce Investment Board and to the Cochise, Graham and Greenlee County Boards of Supervisors (Chief Local Elected Officer) for review and approval.

We received two comments from the public during the 30 day public hearing period – see Appendix 3 for comments and the outcome of each comment.

Identify the local self-sufficiency standards approved by the Local Workforce Board for employed adults and dislocated workers as a percentage of the Lower Living Standard income Level (LLSIL). Describe how the LWIB ensures the self-sufficiency level is reflective of the current labor market information.

The Local Workforce Investment Board uses the Lower Living Standard Income Level standards issued by the Department of Labor annually for employed adults and dislocated workers. Below are the 2013 Lower Living Standard Income Level charts for Cochise, Graham and Greenlee Counties currently in use by the adult and dislocated workers Case Managers.

COCHISE COUNTY

FAMILY SIZE	HHS Poverty Guidelines	70% LLSIL* NON-METRO AREA	100% LLSIL Used to determine self-sufficiency NON-METRO AREA	SELF-SUFFICIENCY for Adults* 300% LLSIL NON-METRO AREA	SELF-SUFFICIENCY for Dislocated Workers* 300% LLSIL NON-METRO AREA
1	\$11,490	\$9,677	\$13,824	\$41,472	\$41,472
2	\$15,510	\$15,859	\$22,655	\$67,965	\$67,965
3	\$19,530	\$21,774	\$31,105	\$93,315	\$93,315
4	\$23,550	\$26,875	\$38,393	\$115,179	\$115,179
5	\$27,570	\$31,718	\$45,312	\$135,936	\$135,936
6	\$31,590	\$37,096	\$52,994	\$158,982	\$158,982
7	\$35,610	\$42,474	\$60,676	\$182,028	\$182,028
8	\$39,630	\$47,852	\$68,358	\$205,074	\$205,074
Additional Per Person > 8	\$4,020	\$5,378	\$7,682	\$23,046	\$23,046

GRAHAM COUNTY

FAMILY SIZE	HHS Poverty Guidelines	70% LLSIL* NON-METRO AREA	100% LLSIL Used to determine self-sufficiency NON-METRO AREA	SELF-SUFFICIENCY for Adults* 130% LLSIL NON-METRO AREA	SELF-SUFFICIENCY for Dislocated Workers* 150% LLSIL NON-METRO AREA
1	\$11,490	\$9,677	\$13,824	\$17,971	\$20,736
2	\$15,510	\$15,859	\$22,655	\$29,452	\$33,983
3	\$19,530	\$21,774	\$31,105	\$40,437	\$46,658
4	\$23,550	\$26,875	\$38,393	\$49,911	\$57,590
5	\$27,570	\$31,718	\$45,312	\$58,906	\$67,968
6	\$31,590	\$37,096	\$52,994	\$68,892	\$79,491
7	\$35,610	\$42,474	\$60,676	\$78,879	\$91,014
8	\$39,630	\$47,852	\$68,358	\$88,865	\$102,537
Additional Per Person > 8	\$4,020	\$5,378	\$7,682	\$9,987	\$11,523

GREENLEE COUNTY

FAMILY SIZE	HHS Poverty Guidelines	70% LLSIL* NON-METRO AREA	100% LLSIL Used to determine self-sufficiency NON-METRO AREA	SELF-SUFFICIENCY for Adults* 150% LLSIL NON-METRO AREA	SELF-SUFFICIENCY for Dislocated Workers* 150% LLSIL NON-METRO AREA
1	\$11,490	\$9,677	\$13,824	\$20,736	\$20,736
2	\$15,510	\$15,859	\$22,655	\$33,983	\$33,983
3	\$19,530	\$21,774	\$31,105	\$46,658	\$46,658
4	\$23,550	\$26,875	\$38,393	\$57,590	\$57,590
5	\$27,570	\$31,718	\$45,312	\$67,968	\$67,968
6	\$31,590	\$37,096	\$52,994	\$79,491	\$79,491
7	\$35,610	\$42,474	\$60,676	\$91,014	\$91,014
8	\$39,630	\$47,852	\$68,358	\$102,537	\$102,537

Additional Per Person > 8	\$4,020	\$5,378	\$7,682	\$11,523	\$11,523
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Note: Annual figures
Lower Living Standard Income Levels
Program Year 2013

July 1, 2013

D.1 Service Access Sites

Southeastern Arizona Workforce Connection delivers One Stop services in three different types of Centers in the three county areas. Here is the definition of the different type of centers:

1. **Comprehensive One-Stop Centers.** The comprehensive One-Stop Center must provide core services specified in Section 134(d)(2) of the WIA, and provide job seeker and employer access to partner services specified in Section 121(b)(1). Each comprehensive One-Stop must have on-site WIA adult and dislocated worker services, Wagner-Peyser labor exchange services, and access to unemployment insurance services via phone. WIA and Wagner-Peyser services must be present physically and available during posted work hours with access to information regarding unemployment insurance and partner services. Required partners must be available on-site or through electronic means or formalized referral processes. Other participating mandated partners must be available on-site or through electronic means or formalized referral processes. Partners are encouraged to co-locate in One-Stop Centers either full-time or on an itinerant basis.
2. **Affiliate One-Stop Centers.** An affiliate One-Stop Center must, at a minimum, include the physical presence of Workforce Investment Act adult and dislocated worker services during the posted hours. In addition, an affiliate One-Stop Center may have an additional partner services on-site through scheduled on-site presence, via technology, cross-training of staff, or referral.
3. **Satellite One-Stop Centers.** A satellite One-Stop Center must, at a minimum, provide technological access to service information and basic self-directed core services without significant staff involvement.

Provide the number and location (including address) of each of the following access sites including how the respective locations were selected:

Listed below are the locations of the Comprehensive One-Stop Center, Affiliates and Satellite/Access Points in the three county areas. Each respective location was selected based on customer convenience and budgetary constraints. The library access points were selected based on the number of libraries authorizing the local area access to the libraries.

1. Comprehensive One-Stop Center
1 site – 1843 Paseo San Luis, Sierra Vista, AZ 85635
2. Affiliate
2 sites - 515 E. 7th Street, Douglas, AZ 85607

1910 W. Thatcher Blvd., Safford, AZ 85546

3. Satellite/Access Points

18 sites – 300 N. Coronado Dr., Clifton, AZ 85533

Willcox – Elsie Hogan Library

Case Mgr. 1st & 3rd Thurs of each month @ Department of Economic
Security & Library

Huachuca City Library, Huachuca City

Bisbee Satellite Office, Bisbee – Staffed Tuesday, Wednesday & Friday

Benson Public Library, Benson

Copper Queen Library, Bisbee

Douglas Public Library, Douglas

The Sierra Vista Public Library, Sierra Vista

Sunsites Community Library, Pearce

Tombstone City Library, Tombstone

Graham County Chamber of Commerce, Safford

City of Safford Library, Safford

Pima – Pima Library, Pima

Clifton/Morenci – Greenlee County Chamber of Commerce

Clifton Library, Clifton

Morenci Library, Morenci

Duncan – Duncan Visitor's Center, Duncan

Duncan Library, Duncan

How does the Local Workforce Board evaluate the needs of the community in determining that the locations and partner services meet the needs of the jobseekers and the employer community?

The Local Workforce Board evaluate the needs of the community in determining that the locations and partner services meet the needs of the jobseekers and the employer community by feedback at board meetings, staff reports, placements, continued business outreach, repeat employers at job fairs, job placements, employer posting job openings with us and community input.

Due to the large geographic area, the Southeastern Arizona Workforce Connection has made a decision to provide at least one comprehensive or affiliate or satellite access point in each of its three counties. Technology provides opportunities for partner involvement and resource connections to assist in the services offered at each access point.

How is it decided if additional services or partners are needed and how they will be incorporated into the existing access site structure?

The Local Workforce Board will decide if additional services or partners are needed via feedback from the Business Outreach Coordinators, Case Managers, staff reports and Board Members. Changes in program design or access points will be considered as feedback supports a change in strategy. The Local Workforce Board will analyze information on an annual basis during planning sessions.

Describe how the Local Workforce Area will ensure that each site complies with the state chartering and certification policies.

The Local Workforce Area will ensure that each site complies with the state chartering and certification policies by following state chartering and certification policies. The local workforce area will monitor each site for compliance with the state chartering and certification policies.

Describe emergency procedures to ensure the safety of individuals working and using the sites.

Safety of our staff, partners, and customers is of utmost importance. We have a plan in place and will train staff on its deployment. See appendices for the detailed safety plan.

Outline a marketing strategy for creating awareness of services provided and connecting with all job seekers and employers in the Local Workforce Area and steps to be taken to align with the state plan outreach strategies.

“Know Us before You Need Us.” Strategies for Serving Businesses
Local level: Cochise County

Cochise County is located in the southeast corner of the State of Arizona and has a land mass of more than 4 million acres. With the wide spread areas this rural county has developed into a unique part of the State that embraces its historic background and shows individuality in each city. One of the challenges of a rural county is meeting the needs of each business in their distinct community. “Know Us before You Need Us” is a program of eight no cost services that the Business Outreach Coordinator of Cochise County performs for each business. Before the services are provided the Business Outreach Coordinator focuses on informing the business community of the services offered. By informing the businesses first, it makes them aware of where to receive help and creates a rapport with the local businesses so they feel confident in utilizing the services in the future; hence the title: Know Us Before You Need Us.

The program consists of the following eight services:

1. Advertising

2. Job announcements
3. Hiring assistance
4. Employee development
5. Conference room
6. Rapid reemployment
7. Title V employees
8. Summer interns

Each service is executed in the following:

1. Advertising focuses on reaching a wider audience through advanced interactive marketing and constant contact. The goal of this service is to create awareness for the business's company and events. Sources used for this service are: Facebook, Twitter, both Cochise County One Stops, and e-mail.
2. Job announcements are posted throughout the county. The announcements are gathered in two ways: direct contact with the employer or through our website. The goal of this service is to post the business's job(s) in an expansive net thus filling their needs quicker while saving the business costs. Sources used for this service are: azjobconnection.gov; Cochise County Weekly Job List; smartrecruiters.com; Facebook; Twitter; both Cochise County One Stop job boards; all county libraries; Goodwill; and various organizations.
3. Hiring assistance services are conducted by the Business Outreach Coordinator. They will personally recruit, pre-screen, and/or interview applicants in accordance with the business's employment needs. The goal of this service is to fill the business's needs with qualified individuals in a timely manner. This service is generally performed at either the Sierra Vista or Douglas office.
4. Employee development is a service done at a shared cost with the employer. The goal of this service is to ensure each business maintains a current workforce. Various certifications and trainings are available with numerous schools throughout the state.
5. Conference room is available at both offices from the hours of 8:00am to 5:00pm, Monday through Friday. The goal of this service is to provide the needed space businesses may lack. Any business in need of space for meetings, interviews, trainings, and so on is eligible to reserve the space.
6. Rapid reemployment is a layoff assistance service. Classes on interviewing, resume writing, job searching, and dressing for success along with matching handouts are provided to each participant. The goal of this service is get those laid off back into the workforce as quickly as possible. This program is provided in partnership with the Department of Economic Security (DES) Employment Services.
7. Title V employees work with 501(c) (3) non-profits or government agencies to learn/update their skills. The employees are aged 55 plus and have their wages paid by the Workforce. The goal of this service is get older Americans back into the workforce

which provides an additional pool of qualified candidates for employers. This program is provided in partnership with the Senior Community Service Employment Program.

8. Summer interns are provided to businesses eager to share their industries craft with the upcoming workforce. This program is designed for youth ages 14 to 21 and all wages are paid by the Workforce. The goal of this service is to train and provide guidance to the youth as well as demonstrate the importance of internships to the businesses. This program is provided in partnership with Professional Youth Quest (PYQ).

Local Strategies for Serving Employers – Graham & Greenlee Counties

Strategic, Operational, Servant Leadership places focuses on Strategic, Operational & Servant actions to drive employer service delivery. Achieving successful employer outreach is accomplished through completion of measurable activities.

Activities are monitored to track success.

Strategic

Direction-development of a plan to drive identified job responsibility activities.

- *Developed a Business Outreach Action Plan.*

Communication-internal delivery of message through dissemination of information.

- *Conduct daily update meetings with local staff to share goals and report accomplishments.*
- *Weekly activities are reported to the WIA Operator.*
- *Participate in weekly business outreach conference call with Cochise One Stop.*
- *A quarterly activity recap is sent to the Local Workforce Investment Board.*
- *Serve on Workforce Investment Act, Title 1B operator's Business Outreach Committee with members of the Local Workforce Investment Board-meets quarterly.*
- *Conduct labor market research including reviewing weekly job postings for leads; share knowledge with staff & clients via posting of data and/or conversations.*

Training-professional development to increase knowledge to enhance staff capabilities to deliver services.

- *Appropriate training opportunities provided to:*
 - increase understanding of how to serve Workforce Investment Act, Title 1B special populations low-income/disadvantaged adults, dislocated workers, displaced homemakers, offenders, low-income/at-risk youth, mature workers*
 - develop better understanding of local top employer industries such as mining & corrections*

-examples of training attended- National Association Workforce Development Professionals Annual Conference-various workforce development topics including business outreach; Dept. of Justice Offender Employment Specialist; Dept. of Labor Rapid Response & Dislocated Worker training
-Self-directed research/training available online & development of reference resources

Operational

Marketing-what specific advertising methods are used to share the available services with community.

- Created marketing materials (flyers/brochures) for local distribution to that describe services offered.*
- Necessary promotional items secured-logo banner/tablecloth/"applications available at" metal signs to post/presentation folders/etc. to use at events.*
- Worked with local Chambers to hold grand opening/ribbon-cutting ceremonies at both locations to introduce services to community stakeholders such as partner agencies, community service organizations, government officials & influential business/education leaders.*
- Set up access points at local libraries (Safford City-Graham County Library, Pima Library, Clifton Library, Morenci Library & Duncan Library) & visitor centers (Graham Chamber, Greenlee Chamber & Duncan Visitor Center).*
- Participate in various community fairs (substance abuse conference, teen career/health fair & others).*
- Created PowerPoint to showcase services/quarterly visitation numbers to be used for community presentations, for office television display & publication to website.*
- Develop free and low-cost advertising strategies via newspaper, newsletters, radio, social media & in-person outreach visits.*
- Develop & maintain social media strategy that includes Facebook Business Page & use of Constant Contact emails.*

Outreach-what specific impact activities have been developed to increase employer use of services.

- Contact employers and referral sources on a regular basis, such as partner agencies, community service organizations, government officials & influential business/education leaders, via telephone/email/in-person outreach to employers to market service & determine staffing needs.*
- Partner with local government (county/city planning & zoning) & Southeastern Arizona Governments Organization on economic development efforts to promote services to new and existing businesses that may be planning to expand to assist with recruiting efforts.*

- *Partner with Eastern Arizona College Small Business Development Center to promote services, utilize training resources & host and/or attend Small Business DevC-sponsored seminars.*
- *Organize & host career fairs to match employers to job seekers (Graham Jan 2013 & Greenlee Feb 2013). Next event scheduled for Graham County 8/16/13; Greenlee County to be determined.*
- *Organize/host mini-job fairs, provide interviewing space and/or provide application screening services for employers.*
- *Developed/delivered employer surveys & career fair vendor surveys to collect feedback-several returned and ALL shared positive remarks about efforts to assist them!*
- *Participated in Freeport McMoRan Greenlee County Job Shadow Day for high school juniors; facilitated all high school student orientations/preparation training; also served as a workplace mentor to a student on day of event!*

Servant

Involvements-what specific community engagement activities have contributed to growth of organization service reputation.

- *Partner with Library Job Skills Instructor to promote basic computer skills/employment workshops.*
- *Participate in networking activities through Chamber participation and involvement with Freeport McMoRan Community Panel (developing & working towards addressing community priority areas) & Federal Prison Community Relations Board (stay informed about offender population & prison /correctional officer accomplishments/community efforts; assist with addressing skill development needs of offenders through mock interviews/resume review; assist correction officers interested in promotional growth by facilitating leadership presentation during their required training week).*
- *Attend Cenpatico Community Network Meetings & other relevant community action committees.*
- *Facilitate presentations on occupational research/essential job skills/job fair readiness/resume development to high school students (Clifton, Duncan & Morenci) & college students (Eastern Arizona College).*
- *Assist Workforce Investment Act Case Managers with recruiting youth program to local probation departments/schools.*

E. Administrative Structure

E.1 Leadership Structure

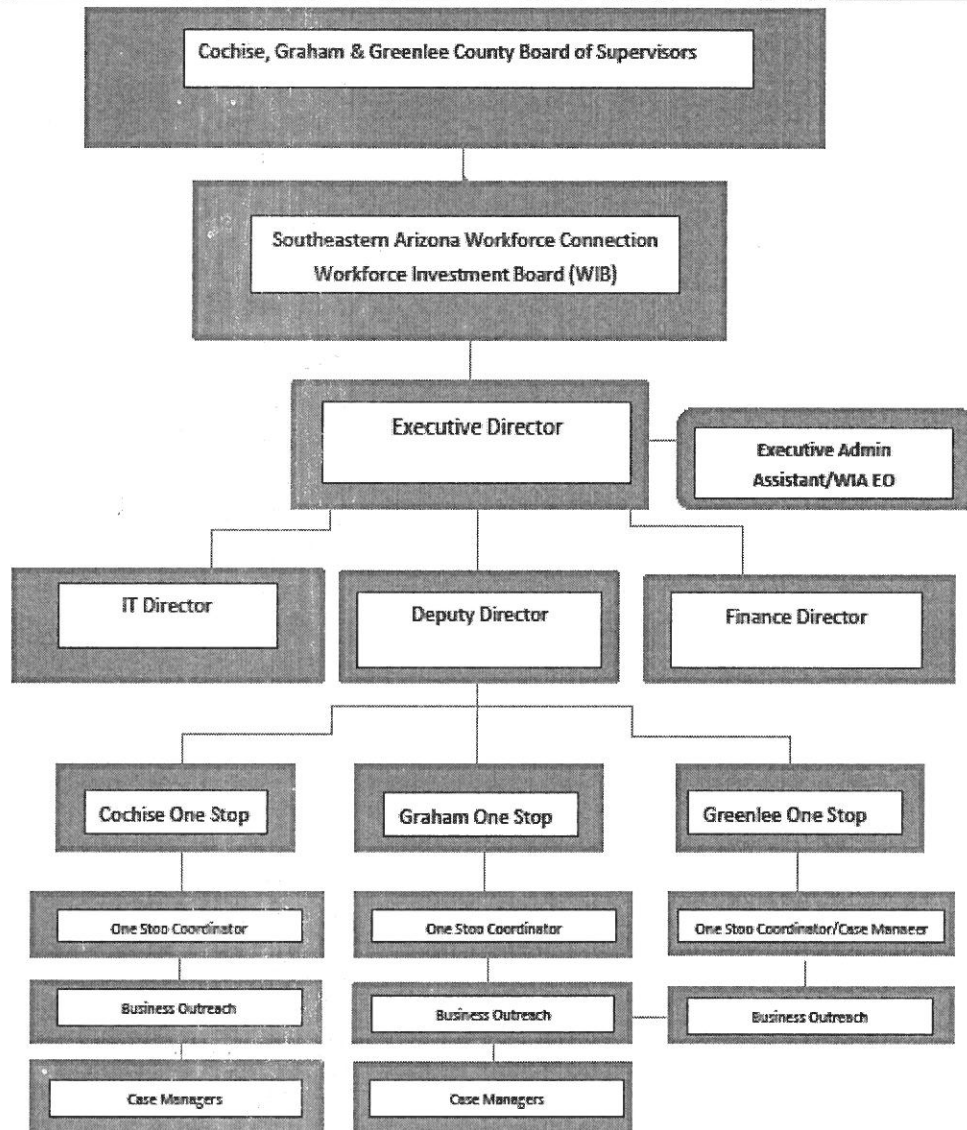
Indicate who the One Stop Operator is and describe how they were selected – competitively bid or a consortium of 3 or more partners. If a consortium – identify the partners including name, title and contact information of each partner representative.

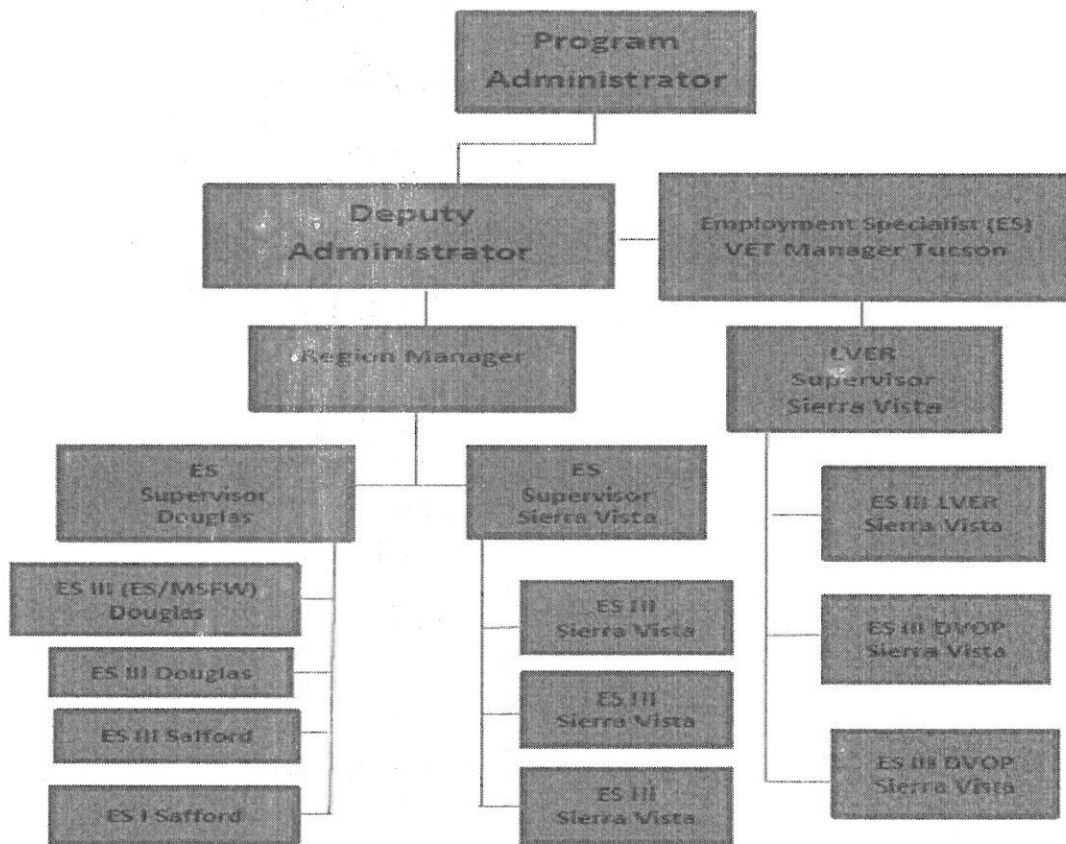
The One Stop operator consists of three partners:

1. Southeastern Arizona Workforce Connection
Vada Phelps, Executive Director
Phone: 520/439-3542
Email: Vada.Phelps@cpic-cas.org
2. DES Employment Services/Veterans Services
Peggy Feenan, Deputy Administrator,
Employment Administration
Phone: 520/628-6810 x 250
Email: PFeenan@azdes.gov
3. DES Vocational Rehabilitation

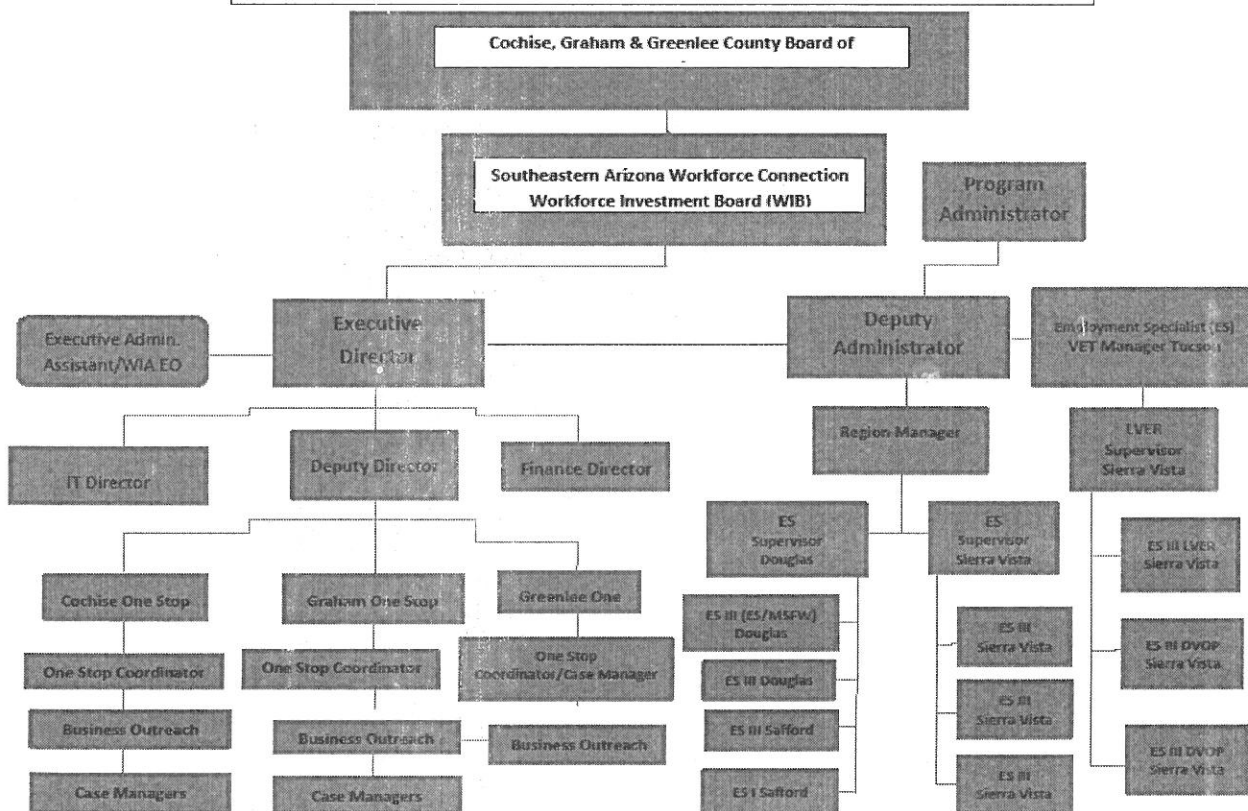
Southeastern Arizona Workforce Connection (formerly Cochise County Workforce Development) was created under the Job Training Partnership Act and grandfathered into Workforce Investment Act. The local area of Cochise County was merged with Graham and Greenlee counties under the direction of the State of Arizona Department of Economic Security Workforce Investment Act division. In April 2010 Department of Economic Security Employment Services, Veterans Services and Vocational Rehabilitation co-located in the comprehensive One-Stop Center with Southeastern Arizona Workforce Connection. The customer flow chart provided later in this plan details how the leadership intersects across these partner agencies.

Southeastern Arizona Workforce Connection – Organization Chart





Southeastern Arizona Workforce Connection – Organization Chart



Describe the Local Workforce Investment Board structure and its relationship with the Chief Elected Official(s).

The Chair of the Cochise County Board of Supervisors is the Chief Local Elected Official. All appointments to the workforce investment board are made by the board of supervisors with endorsements by the Graham and Greenlee Counties Board of Supervisors. As grant recipient, the Cochise County Board of Supervisors ratifies all contracts for the Workforce Investment Act funds and authorizes the chair to sign those contracts. The Chief Local Elected Official also reviews and approves the workforce plan. The Chief Local Elected Official provides fiscal oversight, disburses funds and signs and ratifies all contracts.

Describe the role of the Chief Elected Official in the governance and implementation of Workforce Investment Act, Title 1B in the local area.

The Chair of the Cochise County Board of Supervisors is the Chief Local Elected Official. All appointments to the workforce investment board are made by the Board of Supervisors. As grant recipient, the Cochise County Board of Supervisors ratifies all contracts for the Workforce Investment Act funds and authorizes the chair to sign those contracts. The Chief Local Elected Official also reviews and approves the workforce plan. The Chief Local Elected Official provides fiscal oversight, disburses funds and signs and ratifies all contracts.

Identify the entity responsible for the administrative functions in the delivery of Workforce Investment Act, Title 1B services.

As grant recipient, the Chair of the Cochise County Board of Supervisors contracts the administration of Workforce Investment Act, Title 1B to the Southeastern AZ Workforce Connection and the Local Workforce Investment Board. The Southeastern Arizona Workforce Connection is the administrative entity and has direct responsibility for support of the Workforce Investment Board and oversight of the Workforce Investment Act program.

Identify the fiscal agent responsible for the disbursement of grant funds, as determined by the Chief Elected Official.

The fiscal unit of the Southeastern AZ Workforce Connection is responsible for the disbursement of grant funds as designed by contractual obligations. All checks require two signatures and are signed by at least one executive board member. The Board Finance Committee meets to review all financial activities and transactions. At each Local Workforce Investment Board meeting the board members are provided the check registers and budget reports. An annual audit is conducted by an independent auditing firm and the annual audit is reviewed by the Local Workforce Investment Board.

E.2 Youth Councils

Describe the Local Workforce Area Youth Council, its membership, meeting schedules, purpose, and relationship to the Local Workforce Investment Board.

- (a) A youth council is established as a subgroup within each Local Board.
- (b) The membership of each youth council includes:
 - (1) Members of the Local Board, such as educators, which may include special education personnel, employers, and representatives of human service agencies, who have special interest or expertise in youth policy;
 - (2) Members who represent service agencies, such as juvenile justice and local law enforcement agencies;
 - (3) Members who represent local public housing authorities;
 - (4) Parents of eligible youth seeking assistance under subtitle B of title I of WIA;
 - (5) Individuals, including former participants, and members who represent organizations that experience relating to youth activities; and
 - (6) Members who represent the Job Corps, if a Job Corps Center is located in the local area represented by the council.
- (c) Youth councils may include other individuals, who the chair of the Local Board, in cooperating with the chief elected official, determines to be appropriate.
- (d) Members of the youth council who are not members of the Local Board must be voting members of the youth council and nonvoting members of the Local Board.

The Youth Council will meet a minimum of twice a year. One meeting will be held the same date and location of the annual workforce banquet.

The youth council is responsible for:

- (a) Coordinating youth activities in a local area;
 - (b) Developing portions of the local plan related to eligible youth, as determined by the chairperson of the Local Board;
 - (c) Recommending eligible youth service providers in accordance with Workforce Investment Act, Title 1B, section 123, subject to the approval of the Local Board;
 - (d) Conducting oversight with respect to eligible providers of youth activities in the local area, subject to the approval of the Local Board; and
 - (e) Carrying out other duties, as authorized by the chairperson of the Local Board, such as establishing linkages with educational agencies and other youth entities.
- Workforce Investment Act, Title 1B, Section 661.335 and 661.340.

Describe how the Local Workforce Area Youth Council will provide guidance and oversight to ensure the needs of youth are being met.

The youth council will recommend policies and procedures to assist the local workforce investment area board in the continuing evolution of comprehensive strategies to coordinate youth activities and services.

Describe the role of the Youth Council in the procurement of youth services.

The youth council's role in the procurement of youth services is to evaluate each request for proposals received based primarily on the total score from individual ranking sheets. The youth council will recommend a subcontractor to award the youth contract to the Southeastern Arizona Workforce Investment Board.

E.3 Procurement

Describe the competitive and non-competitive process used to award grants and contracts for activities under WIA Title 1B, including how potential bidders are made aware of the availability of grants and contracts. Include the process to procure training services that are made aware of the availability of grants and contracts. Include the process to procure training services that are made as exceptions to the ITA process.

- A) The process used to award grants and contracts for activities under WIA Title 1B are as follows: Items between \$1,000 & \$5,000 require minimum competitive bidding. For procurement the following is required:
 - 4. Written specification for services.
 - 5. Solicit a minimum of three verbal bids.
- B) Items \$5,000 to \$35,000 require the following:
 - 1. Written specification for services.
 - 2. Solicit a minimum of three written bids.
- C) Items above \$35,000 or above are subject to the most stringent competitive bidding practices, including sealed bids and/or proposals. In conducting a request for proposal the following requirements must be met:
 - 1. Written specification and criteria upon which the service decisions will be based.
 - 2. Advertise the Request for Proposal in the newspaper of general (local) circulation at least two (2) times prior to the bid opening date. The second ad must appear neither less than six (6) but no more than (10) days after the first ad and no less than two (2) weeks prior to the bid proposal opening date.

3. Set a specific date, time and place for the bid and/or proposal opening. Bids and/or proposals received after the proposal opening date time cannot be accepted.

Describe the criteria used for awarding grants for youth activities, including criteria used to identify effective or ineffective youth activities and providers of such activities.

Each proposal will be scored independently by youth committee members on a point scale as listed in the request for proposal document (see Appendix for details on the point scale). The proposal will be rated on the following items:

- Executive Summary – strength of overall approach
- Community Need/Opportunity Targeted
- Target Population
- Program Goals/Performance
- Program Activities/Methodology
- Evidence of Best Practice
- Program Location

Describe the procedures established for provider of youth or training services to appeal a denial of eligibility, a termination of eligibility or other action by the Local Workforce Board or One Stop Operator.

Any person wishing to appeal any decision must follow the appeal process as established by the Local Workforce Investment Board. Appeals may be made only for an alleged violation of the proposal review process, which resulted in discrimination or unfair consideration. Appeals must be submitted in writing. When an appeal is made, the Appeals Committee and Youth Council can make the following recommendations:

- (i) There was compliance with applicable procedural requirements.
- (ii) Any deviation from applicable requirements was not substantive and did not significantly affect the results. A recommendation of changes to be adopted for future Request for Proposal review process is in order.
- (iii) There was a deviation from applicable procedural requirements, which may have materially affected the outcome. The committee may recommend re-review or other appropriate remedy. The recommendation may be made to the Youth Council Proposal Review Committee and the Youth Council.

E.4 Communication

Describe how the Local Workforce Area will communicate performance results to stakeholders.

The Local Workforce Area will communicate performance results to stakeholders at the quarterly Board meetings and at Cochise, Graham and Greenlee counties Board of Supervisors meetings on an annual basis. The performance results are measured by the Red and Green performance report issued on a monthly basis by the State of Arizona Workforce Investment Act, Title 1B Section and the Arizona Balanced Scorecard.

Describe how the Local Workforce Area will communicate financial information and service information to stakeholders.

The Local Workforce Area will communicate financial information and service information to stakeholders at the quarterly Board meetings and at Cochise, Graham and Greenlee counties Board of Supervisors meetings on an annual basis.

Describe the communication protocol and how the Local Workforce Board, local elected officials, partners and all staff are informed on a regular basis regarding activities, performance outcomes, and budgets with at least one joint meeting held annually between the Chief Elected Officials and the local board.

Annually, the Executive Director of the local area meets with the Board of Supervisors in Cochise, Graham and Greenlee counties. An annual report is issue with performance results, financial information and service information. Quarterly Board meetings are held throughout the three counties area to inform partners on performance outcomes and budgets. Staff communication of performance outcomes and budgets are communicated via email, staff meetings, annual meetings, etc.

Describe in detail how the local board will resolve conflicts that may arise (but not limited to) between the following:

If conflicts do arise between Board Members, Service delivery partners and/or Consortium partners (but not limited to) the Southeastern Arizona Workforce Connection Executive Director will be the first contact in the resolution process. If unable to resolve the conflicts the local board will resolve the conflicts as follows:

Board Members: The local board will resolve conflicts that may arise between board members by sending the board members to the O.K. Corral with derringers. The Last Board Member

standing wins. Seriously, if a conflict arises between board members and the board members cannot resolve issue amongst the board members the conflict will go before the Local Workforce Board Executive Committee for resolution. If not resolve the conflict will be brought before the full Local Workforce Board for resolution.

Service delivery partners: The local board will resolve conflicts that may arise between service delivery partners by communicating with the delivery partners and all coming to a resolution that is best for all partners involved.

Consortium partners: The local board will resolve conflicts that may arise between consortium partners by communicating with the delivery partners and all coming to a resolution that is best for all partners involved.

F. Equal Opportunity and Affirmative Action

Describe how each access site identified in D.1 will ensure compliance with the State's Methods of Administration (i.e., Equal Opportunity and Americans with Disabilities Act requirements).

Our system to assure compliance with all applicable federal state laws and regulation requires that all contracts and Equal Employment Opportunity compliance including those regarding debarment, tax liabilities or delinquent obligations, the Federal Lobbying Act, Minority and Women Business, discrimination or harassment received or issued by the One Stop are processed through the Executive Director's office. The Local Area Equal Opportunity officer will be assigned the complaint to investigate. The process will be:

- 1) Complaint is made in writing and within thirty days of the alleged occurrence.
- 2) The Local Area Equal Opportunity officer will begin an investigation into the complaint by interviewing all parties involved.
- 3) The Local Area Equal Opportunity officer will make a ruling on the complaint with assistance from the Executive Director.
- 4) If party making complaint does not agree with they will have an opportunity to appeal to the state of Arizona and/or federal Equal Employment Opportunity officers.

Provide contact information and identification of the Local, State and Federal EO Officers available in all facilities used to conduct WIA Title 1 funded activities or trainings.

Local Office	State of AZ	Civil Rights Center
Mary Tieman	Lynn A. Nedella	Naomi M Barry-Perez, Director
Local Area EO Officer	State WIA EO Officer	Civil Rights Center (CRC)
AZ Workforce Connect.	Employment Admin.	U.S. Department of Labor
900 Carmelita Drive	Dept. of Economic Security	200 Constitution Ave, NW
Sierra Vista, AZ 85635	1789 W Jefferson	Room N-4123
Phone: 520/439-3541	Site Code 920Z	Washington, D.C. 20210
Fax: 520/417-9910	Phoenix, AZ 85007	Phone: 202/693-6502
mtieman@cpic-cas.org	Phone: 602/542-3957	Fax: 202/693-6505
TTY/TTD: 520/452-7667	Fax: 602/542-2491	TTY: 202/693-6516
	TTY/TDD: 7-1-1	
	Email:	
	WIAStateEOOfficer@azdes.gov	

G. Evaluation and Market Analysis

Describe the criteria to be used by the Local Board, under 20 CFR 663.600, to determine whether funds allocated to a local area for adult employment and training activities under Workforce Investment Act, Title 1B, sections 133(b)(2)9A) or (3) are limited and the process by which any priority will be applied by the One Stop operator.

Due to limited funding for adult and/or dislocated worker programs Southeastern Arizona Workforce Connection has established the following limitation of intensive services and training services, the following priorities shall be in effect:

- Public assistance recipients whose needs are not met or not fully met by JOBS or Welfare to Work
- Other Low-Income Individuals
- Veterans/Eligible Veterans' Spouses

Additional factors are reviewed and prioritized for the above applicants as well as for applicants when there is no funding shortfall:

- Employment goal is on the Workforce Investment Board's target list
- High School Dropout
- Less than 9th grade functional levels
- Limited English Proficient
- Disability
- Rural
- Legal Barriers
- Non-welfare single parent
- Aging out of workforce or occupation
- Unemployed more than 13 weeks
- Processed through multiple layoffs

What changes are anticipated in the regional economy and local workforce that will have workforce development implications?

Cochise County's economy is largely dependent on Ft. Huachuca and the government sector. Sierra Vista has a significant cluster of high technology companies performing contract services for the Department of Defense. In the last eighteen months due to the two wars the United States is currently involved in drawing down there have been layoffs in the contract services for the Department of Defense and sequestration took place during the current fiscal year. We believe the layoffs will continue in the near future. However, we have noticed in Sierra Vista additional retail and restaurant sites have opened. The communities of Douglas, Bisbee, Benson and

Willcox are still struggling due to the economic collapse in 2009. The unemployment rate in Cochise County is currently 8.8%.

Graham County's economy is dependent on the mining industry and the state and federal prison systems located in the area. The unemployment rate in Graham County is currently 8.7%

Greenlee County economy is dependent on the mining industry. The Freeport-McMoran mine is currently in an expanding mode. The unemployment rate in Greenlee County is 8.0%.

What industries are growing? Declining?

As of Third quarter 2012 (1/1/12 to 9/30/12) @www.azstats.gov/employment-unemployment.aspx

O*net Code	Industry Name	# of Jobs
COCHISE COUNTY GROWING INDUSTRIES		
4521	Department stores	212
6211	Offices of physicians	76
4431	Electronics and appliance stores	55
6216	Home health care services	43
4442	Lawn and garden equipment and supplies stores	29
4249	Misc. nondurable goods merchant wholesalers	23
COCHISE COUNTY DECLINING INDUSTRIES		
5415	Computer systems design and related services	-607
5612	Facilities support services	-416
5171	Wired telecommunications carriers	-208
7223	Special food services	-179
5413	Architectural and engineering services	-138
5613	Employment services	-129
5419	Other professional and technical services	-93
5511	Management of companies and enterprises	-83
7213	Rooming and boarding houses	-78
2361	Residential building construction	-74
1153	Support activities for forestry	-17
GRAHAM COUNTY GROWING INDUSTRIES		
2361	Residential building construction	73
2382	Building equipment contractors	37
7211	Traveler accommodation	37
8111	Automotive repair and maintenance	33
4431	Electronics and appliance stores	27

GRAHAM COUNTY DECLINING INDUSTRIES

7139	Other amusement and recreation industries	-28
6241	Individual and family services	-26
4532	Office supplies, stationery, and gift stores	-22
5311	Lessors of real estate	-19
6111	Elementary and secondary schools	-18
4442	Lawn and garden equipment and supplies stores	-6
9200	Government	-5

GREENLEE COUNTY GROWING INDUSTRIES

1011	Mining
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GREENLEE COUNTY DECLINING INDUSTRIES

6111	Elementary and secondary schools	-1
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Identify existing and/to emerging industry sectors in which the local area will focus its workforce efforts. Identify those that are statewide chosen sectors as outlined in the State Plan.

Aerospace & defense*

Mining*

Transportation & logistics

Energy

Healthcare*

Tourism

Border security*

Agriculture*

*Local Workforce board Focused Sectors

Using the most current Labor Market Information provide the percent of jobs that exist in each sector in the local area and the number that are projected to exist in the next ten years.

Employment Forecast chart is on the next page.

Balance of State* Employment Forecast

(In Thousands)

	<u>Historical</u>	<u>Forecast</u>
	2010	2020
Total Nonfarm Employment	339.0	383.8
<i>Numerical Change</i>		44.8
<i>Percent Change</i>		13.2%
Manufacturing	13.8	15.7
<i>Numerical Change</i>		2.0
<i>Percent Change</i>		14.2%
Natural Resources & Mining	6.1	7.2
<i>Numerical Change</i>		1.1
<i>Percent Change</i>		18.1%
Construction	14.1	18.6
<i>Numerical Change</i>		4.6
<i>Percent Change</i>		32.4%
Trade, Transportation, & Utilities	65.3	76.3
<i>Numerical Change</i>		11.0
<i>Percent Change</i>		16.8%
Information	4.7	4.7
<i>Numerical Change</i>		0.0
<i>Percent Change</i>		0.4%
Financial Activities	8.8	9.2
<i>Numerical Change</i>		0.4
<i>Percent Change</i>		4.4%
Professional & Business Services	23.4	28.2
<i>Numerical Change</i>		4.8
<i>Percent Change</i>		20.7%
Educational & Health Services	47.4	57.3
<i>Numerical Change</i>		9.9
<i>Percent Change</i>		21.0%
Leisure & Hospitality	42.4	49.0
<i>Numerical Change</i>		6.6
<i>Percent Change</i>		15.5%
Other Services	9.9	10.3
<i>Numerical Change</i>		0.3
<i>Percent Change</i>		3.4%
Government	103.3	107.3
<i>Numerical Change</i>		4.1
<i>Percent Change</i>		3.9%

Note - All figures are annual averages rounded to the nearest tenth for percentage change or the nearest hundred for employment. Numerical change and percent change are based on the difference from the forecast year annual average employment and the base year annual average employment.

*Balance of state includes all areas in Arizona outside of the Phoenix and Tucson Metro areas (MSAs)

Identify the level of educational attainment needed for the sectors selected and the recognized credentials that can be expected to be attained.

Border Security – Most occupations in this zone require training in vocational schools, related on-the-job experience, or an associate's degree. Previous work-related skill, knowledge, or experience is required for these occupations. Employees in these occupations usually need one or two years of training involving both on-the-job experience and informal training with experienced workers. A recognized apprenticeship program may be associated with these occupations.

Mining Labor – Some of these occupations may require a high school diploma or GED Certificate. Employees in these occupations need anywhere from a few months to one year of working with experienced employees. A recognized apprenticeship program may be associated with these occupations.

Healthcare – Most occupations in this zone require training in vocational schools, related on-the-job experience, or an associate's degree or bachelor's degree. Some of the recognized credentials may be obtained are: Certified Nursing Assistant, Pharmacy Technician, Certified Medical Assistant, Licensed Practical Nurse and Registered Nurse.

Aerospace and Defense – Most of these occupations require a four-year bachelor's degree, but some do not.

Agriculture Business – These occupations may require a high school diploma and /or previous work-related skill, knowledge, or experience is usually needed.

Identify the resources available for training in the workforce development area, including primary and secondary education systems, colleges, adult workforce centers, private training providers, local one stop centers, etc.

Cochise, Graham and Greenlee County residents can access training programs through the following training providers:

Cochise College
University of Arizona
University of Arizona Sierra Vista
University of Arizona Sierra Vista Continuing Education
Embry Riddle Aeronautical University
Pima Community College
Horizon Health Care Institute
Eastern Arizona College
Arizona State University
Northern Arizona University
Wayland Baptist University
American Career Training
Fred Acosta Job Corp

G.1 Waivers

Describe how state approved waivers will be used by the Local Workforce Areas delivery of services including methods of evaluation of effectiveness of the waivers.

Adult-Dislocated Worker Funds Transfer – The local workforce area will evaluate the needs of the adult and dislocated worker funds. If the area finds training needs are greater in the adult population we will request a transfer between adult and dislocated worker funding. This waiver provides our area the ability to meet employer needs and client demands, particularly to support training obligations for the adult population therefore improving service delivery and performance outcomes.

Competitive Procurement for Youth Program Elements – The local One Stop Career Centers and partner agencies directly provides youth program elements in Graham and Greenlee counties. We are maximizing quality-training opportunities for workforce system customers. In Cochise County our youth program is currently outsourced via competitive procurement.

Customized Training – Employer Contribution - The local area markets the availability of customized training – employer contribution to our employers with the cost to businesses based on the number of employees.

Initial Eligibility, Program Performance and Cost Waiver for Eligible Training Providers - Our local area's eligible training provider approver will work with providers to ensure an understanding of how to gather and report performance outcomes based on established policies and procedures, prior to reviewing subsequent programs for renewal. Thereafter, we will monitor provider's progress in implementing processes and procedures for ongoing accountability, and consistency related to reported performance outcomes.

Use of Rapid Response Funds for Incumbent Worker Training for Layoff Aversion – The local area will utilize up to 20% of the Rapid Response funds for incumbent worker training as part of layoff aversion only. This will assist incumbent workers in the development of new or modify existing skills in order for the incumbent workers to retain their current job.

Sanctions for Consortium of Local Areas (Re-Employment Pre-layoff Assistance Center) – not applicable to Southeastern Arizona Workforce Connection.

Local Performance Measures for Consortium of Local Area REPAC (Re-Employment Pre-Employment Assistance Center) - not applicable to Southeastern Arizona Workforce Connection.

H. Integrated Service Delivery

Describe how subject matter experts for each funding source will be identified.

Subject matter experts for each funding source will be identified by a competitive hiring process and coordinated by the local supervisors and site manager. Core competencies as decided by the local area will be identified. All staff will be provided training as needed. Staff will be trained on the subject matter not available in the One-Stop Center so the staff may give customers referrals to the correct agency.

Describe how training and capacity building will enhance service delivery.

Staff may be required to complete the core competencies training including mandated courses (listed below) with annual refresher related to policies and customer service and programmatic training before meeting with customers to provide exemplary customer service. The One-Stop Operator/Participating Partners will ensure staff has access to the skill and knowledge to be successful.

The courses listed below are required courses for Employment Services field staff and supervisor staff. The courses may be required for Workforce Investment Act, Title 1B staff for additional cross training opportunities.

Listed Below is the required mandatory training for field staff:

DES INITIAL SECURITY TRAINING
HIPAA LEVEL 1
ES BASIC TRAINING
AJC Module 1
AJC Module 2
STATE EMPLOYEE DRIVING TRAINING
DES MANDATORY WORKPLACE VIOLENCE
VETERANS PRIORITY OF SERVICE
FAIR LABOR STANDARDS ACT (FLSA)
SENTENCE STRUCTURE PART 1
SENTENCE STRUCTURE PART 2
INTRODUCTION TO MAP
MAP FOR EMPLOYEE'S
ADA 504 COMPLIANCE OVERVIEW
ADA 504 COMPLIANCE EXAM
STANDARDS OF CONDUCT

LEP OVERVIEW COURSE STUDY
LEP OVERVIEW COURSE EXAM
ELECTRONIC RECORDS RETENTION
ELECTRONIC RECORDS RETENTION EXAM
UI-GUIDE TRAINING COURSE
UI-GUIDE TRAINING EXAM

Listed below is the required mandatory training for Supervisors:

DES INITIAL SECURITY TRAINING
HIPAA LEVEL 1
ES BASIC TRAINING
AJC Module 1
AJC Module 2
STATE EMPLOYEE DRIVING TRAINING
DES MANDATORY WORKPLACE VIOLENCE
VETERANS PRIORITY OF SERVICE
FAIR LABOR STANDARDS ACT (FLSA)
SENTENCE STRUCTURE PART 1
SENTENCE STRUCTURE PART 2
INTRODUCTION TO MAP
MAP FOR EMPLOYEE'S
MAP FOR SUPERVISORS
MAP FOR SUPERVISORS 2
MAP PER CONVERSATION
MAP FOR SUPERVISORS 3
LEADING A MAP APPRASAL MEETING
JOB ORDER WRITING
ADA 504 COMPLIANCE OVERVIEW
ADA 504 COMPLIANCE EXAM
STANDARDS OF CONDUCT
LEP OVERVIEW COURSE STUDY
LEP OVERVIEW COURSE EXAM
ELECTRONIC RECORDS RETENTION
ELECTRONIC RECORDS RETENTION EXAM
UI-GUIDE TRAINING COURSE
UI-GUIDE TRAINING EXAM
WORK PLACE VIOLENCE
DIVERSITY and CULTURAL COMPETENCY

PREVENTING INAPPROPRIATE BEHAVIOR 7 WORKPLACE
TIME SHEET ENTRY
REA TRAINING
DRUG & ALCOHOL TESTING POLICY
DRUG & ALCOHOL TESTING EXAM
ELECTRONIC RECORDS RETENTION IDENTIFY & ORGANIZE
ELECTRONICS RECRODS RETENTION USING MS OUTLOOK
LIMITED ENGLISH PROFICIENCY OVERVIEW
LIMITED ENGLISH PROFICIENCY OVERVIEW COURSE
EXAM
AIRSNET

Describe how the Site Manager will be determined for each comprehensive center and the roles and responsibilities of the Site Manager.

Partners met and determined the Site Manager for the comprehensive center. The roles and responsibilities of the Site Manager will be the oversight for the day to day operations of the comprehensive one-stop center, affiliates and satellites/access points to include:

- Holiday scheduling/office closure
- Compliance with emergency procedures
- On-site customer complaints
- Unusual incidents
- Coordinate staff meetings
- Coordinate staff trainings
- Assure fingerprinting of staff completed
- Update local policies and procedures
- Share local area performance standards and outcomes
- Coordinate facility management
- Coordinate office recruiting, job fairs and hiring events
- Coordinate office activities on calendars

Provide information on staff job titles and roles and responsibilities.

Staffing Plan for each center along with functional alignment roles and responsibilities and protocols:

NOTE: See appendix for staff responsibilities.

Sierra Vista

Site Manager

Welcome Function:

Receptionist – 1 position

Employment Specialist III – 1 position

Skill and Career Development Function:

One Stop Coordinator – 1 position

Assistant One Stop Coordinators – 2 positions

Employment Specialist III – 2 positions

Employment Specialist III – Disabled Veteran Outreach -2 positions

Employment Specialist III – Local Veterans Outreach Representative – 1 position

Business Services Function:

Business Outreach Coordinator – 1 position

Employment Services IV Supervisor – 1 position

Employment Specialist III Local Veteran Outreach Representative – Supervisor -1 position

Training:

Case Manager – 2 positions

Youth Director – 1 position

Vocational Rehabilitation:

Vocational Counselor – 1 position

Rehabilitation Services Staffing Technician – 1 position

Douglas

Welcome Function:

One Stop Coordinator – 1 position

Assistant One Stop Coordinator – 1 position

Employment Specialist III – 1 position

Skill and Career Development function:

One Stop Coordinator – 1 position

Assistant One Stop Coordinator – 1 position

Employment Specialist III – 1 position

Employment Specialist III (Employment Services/Migrant Seasonal Farmworkers) – 1 position

Business Services Function:

- Business Outreach Coordinator – 1 position
- Employment Services IV Supervisor – 1 position
- Employment Specialist III Local Veteran Outreach Representative – Supervisor -1 position

Training Function:

- Case Manager – 1 position
- Youth Case Manager – 1 position

Safford:

Welcome Function:

- One Stop Coordinator – 1 position
- Assistant One Stop Coordinator – 1 position
- Employment Specialist III – 1 position

Skill and Career Development Function:

- One Stop Coordinator – 1 position
- Assistant One Stop Coordinator – 1 position
- Employment Specialist III – 1 position

Business Services Function:

- Business Outreach Coordinator – 1 position
- Employment Services IV Supervisor – 1 position
- Employment Specialist III Local Veteran Outreach Representative – Supervisor -1 position

Training Function:

- Case Manager – 1 position

Clifton:


- One Stop Coordinator/Case Manager – 1 position
- Business Outreach Coordinator – .50 positions

Describe the local approach to ensuring cross-training exists as needed for functionally aligned services including staff development and capacity building to ensure staff working with customers have the skills and knowledge needed to provide exemplary customer services.

Cross training will be accomplished by collaboration of staff and services where it is most practical and supports the needs of the customers. Staff may be required to complete the core competencies training including mandated courses with annual refresher related to policies and customer service and programmatic training. The One Stop Operator/Participating Partners will ensure staff has access to the skill and knowledge to be successful.

Describe reward and recognition strategies for staff and partners.

Pride on the Spot (POS) award program will be utilized to recognize internal and external staff, partner staff, community programs and employers. The categories are: Team Work, Customer Service, Innovation, Morale Building, Quest for Quality, Community Involvement, Integrated Services and Other. Anyone can initiate a POS.

P ositive R ecognition I nspires D ynamic E xcellence	
	PRIDE ON THE SPOT AWARD
	<input type="checkbox"/> Employee <input type="checkbox"/> Volunteer <input type="checkbox"/> Contractor <input type="checkbox"/> Community Partners
	To: _____
Division/Administration/Program: _____ Address/Office: _____	
For demonstrating/promoting:	
<input type="checkbox"/> Team Work <input type="checkbox"/> Customer Service <input type="checkbox"/> Innovation <input type="checkbox"/> Morale Building <input type="checkbox"/> Quest for Quality	
<input type="checkbox"/> Community Involvement <input type="checkbox"/> Integrated Services <input type="checkbox"/> Other	
Comments: 	
From: _____ Site Code: _____ Date: _____	

Provide the staffing plan for each center along with functional alignment roles and responsibilities and protocols.

Sierra Vista:

Welcome Function

- Employment Service and Workforce Investment Act Title IB Staff located in the Center will rotate on a weekly basis
- Greet customers at entry point

- Check Arizona Job Connection for full workforce system registration
- Conduct an initial assessment to determine the appropriate first service needed
- Route job seeker to appropriate program staff (Rehabilitation Services Administration, Veterans, Core Services, Training Services) or to the resource room
- Checklist of community resources (i.e.: utilities, food, etc.) will be utilized for customers in need

Skill and Career Development Function

Staff will:

- Assist job seekers in resource room who need core services with staff assistance
- Conduct one-on-one REA EUC orientations by scheduled appointment
- Conduct one-on-one RES orientations by scheduled appointment
- Meet one-on-one to provide core services for job seekers who need significant staff involvement
- Make appropriate referrals to partner programs for training and or support services
- Job match and make appropriate referrals to employers in Arizona Job Connection

Disabled Veterans Outreach Program Specialist will:

- Meet with all veterans coming into the office to conduct a one-on-one assessment
- Make appropriate referrals to support programs / services
- Assist job seekers in resource room

Local Veterans Employment Representative will:

- Provide Job Development services for all job-ready veterans

Training Function

Staff will:

- Conduct intake and assessment interviews with clients
- Formulates and updates case plan and service strategy objectives
- Enroll clients in computer system: Arizona Job Connection
- Manage individual portion of agency goals and objectives

Business Service Function:

The Workforce Investment Area Business Outreach Coordinator, Employment Services Supervisor and LVER will participate on this team to promote and market program services to employers.

- Assist with developing, writing and entering job orders in Arizona Job Connection
- Conduct outreach to employers
- Organize in-office recruitments, job fairs and or other hiring events
- Coordinate and facilitate employment related workshops
- Attend community meetings as appropriated

- Job Fairs
- Utilize marketing toolkit
- Business Services team meet on a weekly basis

Douglas:

Welcome Function/Skill and Career Development Function:

Staff will:

- Assist job seekers in resource room
- Conduct one-on-one Re-employment Eligibility Assessment Emergency Unemployment Compensation orientations by scheduled appointment
- Conduct one-on-one Re-employment Services orientations by scheduled appointment
- Meet one-on-one to provide core services with job seekers
- Make appropriate referrals to partner programs for training and or support services
- Job match and make appropriate referrals to employers in Arizona Job Connection
- Checklist of community resources (i.e.: utilities, food, etc.) will be utilized for customers in need

Training Function

Staff will:

- Conduct intake and assessment interviews with clients
- Formulates and updates case plan and service strategy objectives
- Enroll clients in computer system: Arizona Job Connection
- Manage individual portion of agency goals and objectives

Business Service Function:

The Workforce Investment Area Business Outreach Coordinator, Employment Services Supervisor and Local Veterans Employment Representative will participate on this team to promote and market program services to employers.

- Assist with developing, writing and entering job orders in Arizona Job Connection
- Conduct outreach to employers
- Organize in-office recruitments, job fairs and or other hiring events
- Coordinate and facilitate employment related workshops
- Attend community meetings as appropriated
- Job Fairs
- Utilize marketing toolkit
- Business Services team meet on a weekly basis

Safford:**Welcome Function/Skill and Career Development Function:**

Staff will:

- Assist job seekers in resource room
- Conduct one-on-one Re-employment Eligibility Assessment Emergency Unemployment Compensation orientations by scheduled appointment
- Conduct one-on-one Re-employment Services orientations by scheduled appointment
- Meet one-on-one to provide core services with job seekers
- Make appropriate referrals to partner programs for training and or support services
- Job match and make appropriate referrals to employers in AJC
- Checklist of community resources (i.e.: utilities, food, etc.) will be utilized for customers in need

Training Function

Staff will:

- Conduct intake and assessment interviews with clients
- Formulates and updates case plan and service strategy objectives
- Enroll clients in computer system: Arizona Job Connection
- Manage individual portion of agency goals and objectives

Business Service Function:

The Workforce Investment Area Business Outreach Coordinator, Employment Services Supervisor (Douglas) and Local Veterans Employment Representative (Sierra Vista) will participate on this team to promote and market program services to employers.

- Assist with developing, writing and entering job orders in Arizona Job Connection
- Conduct outreach to employers
- Organize in-office recruitments, job fairs and or other hiring events
- Coordinate and facilitate employment related workshops
- Attend community meetings as appropriated
- Job Fairs
- Utilize marketing toolkit
- Business Services team meet on a weekly basis
-

Clifton:**Welcome Function/Skill and Career Development Function:**

Staff will:

- Assist job seekers in resource room

- Conduct one-on-one Re-employment Eligibility Assessment Emergency Unemployment Compensation orientations by scheduled appointment
- Conduct one-on-one Re-employment Services orientations by scheduled appointment
- Meet one-on-one to provide core services with job seekers
- Make appropriate referrals to partner programs for training and or support services
- Job match and make appropriate referrals to employers in AJC
- Checklist of community resources (i.e.: utilities, food, etc.) will be utilized for customers in need

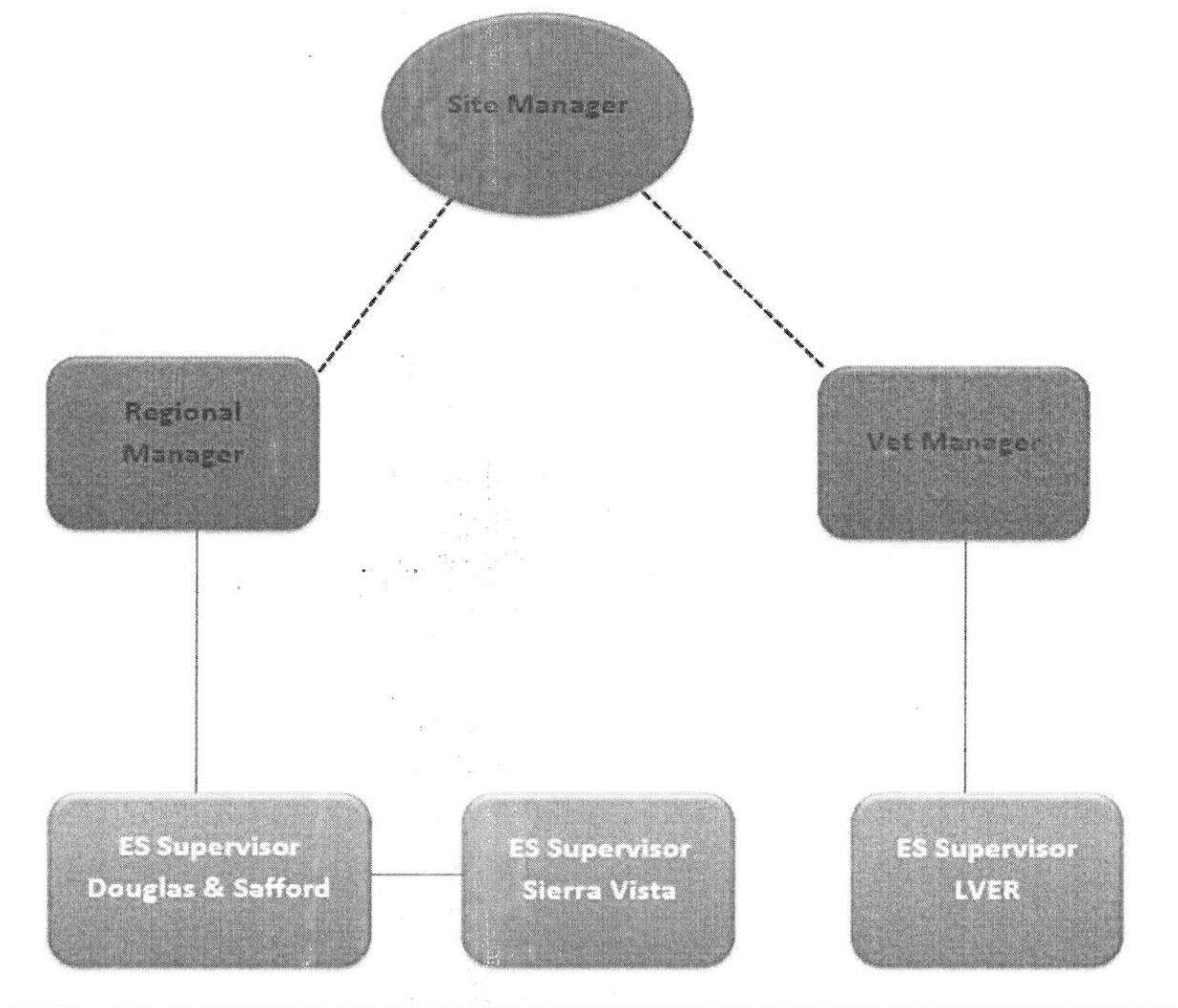
Training Function

Staff will:

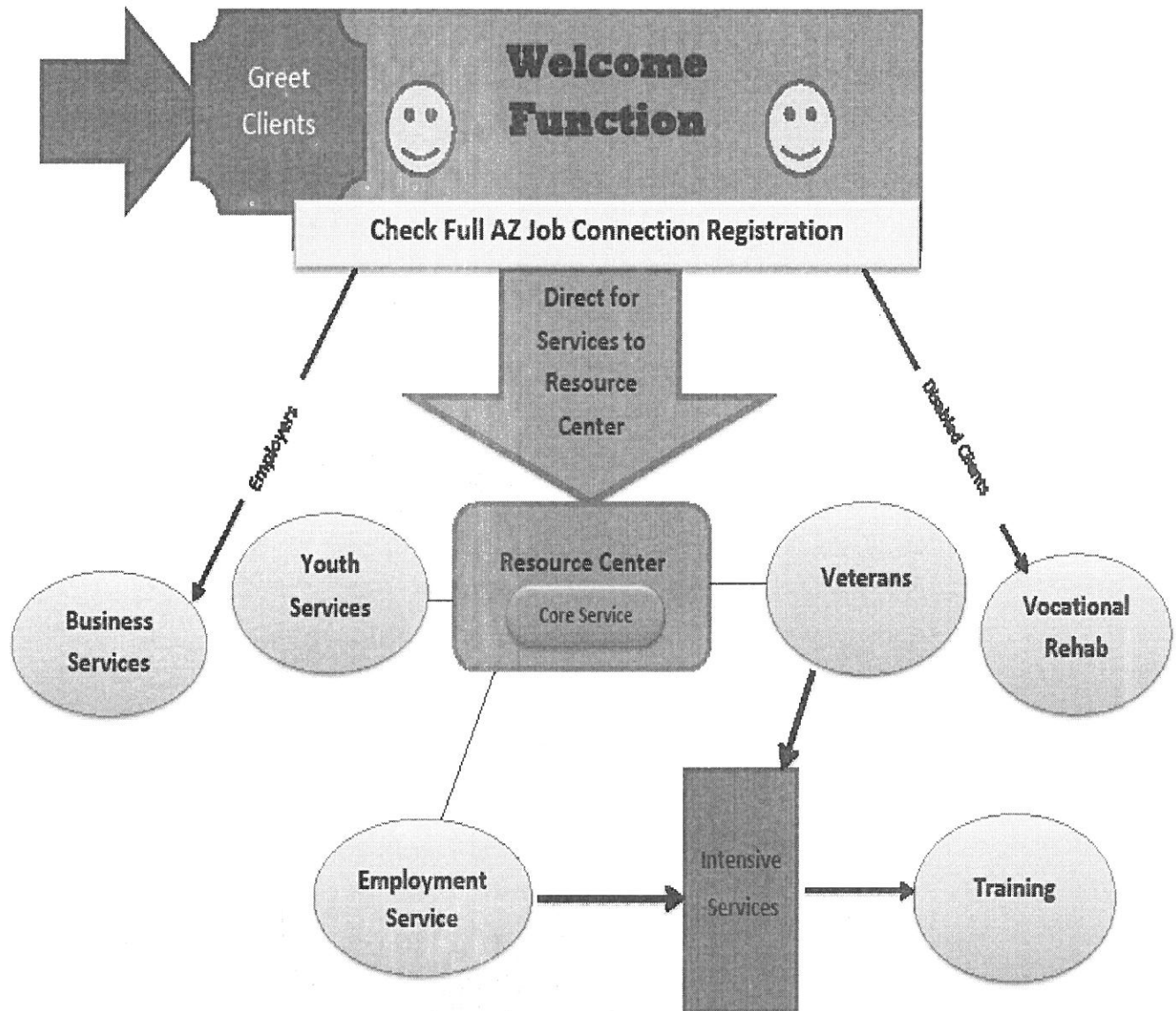
- Conduct intake and assessment interviews with clients
- Formulates and updates case plan and service strategy objectives
- Enroll clients in computer system: Arizona Job Connection
- Manage individual portion of agency goals and objectives

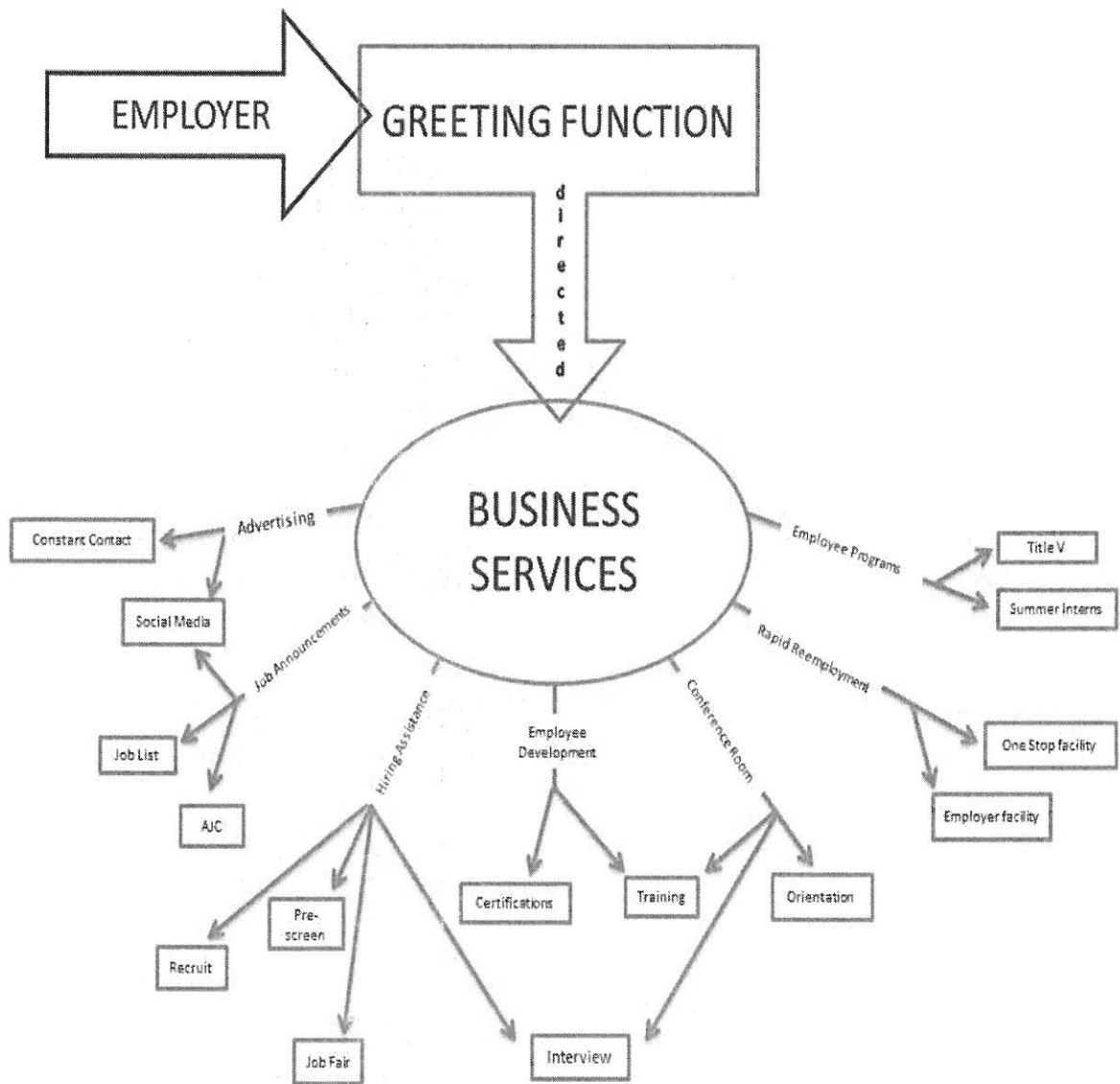
Describe supervision of each center. Local Workforce Area one stop operators will be required to present a plan of how each will address formal and functional supervision that does not violate any merit staff requirements, but provides a customer-focused service delivery methodology.

Current supervisors will maintain established responsibilities per job description. Site Manager will ensure day-to-day office coverage/ scheduling is coordinated amongst all programs. Below is a chart of the plan of the supervision of each center:



Provide a customer flow chart for job seekers and employers for each comprehensive center.





Described how the required teams (Welcome, Skills and Career Development, and Business Services) will be configured within each comprehensive center.

The membership of the Welcome function will consist of the receptionist and/or designee plus a workforce and/or employment services employee.

The membership of the Career Development function will be employees working in the resource room, employment services, veterans' representatives and case managers.

The membership of the Business Services function will be the workforce Business Outreach Coordinator, the Employment Services supervisor and the Veterans Local Veteran Outreach Representative Supervisor.

Provide a plan on how the Local Workforce Area will move toward a single point of contact for a business customer and provide a tiered approach to recruitment, screening, assessment and referral that meets the needs and expectations of its business customers.

Local Business Service Function will be co-managed by a State Wagner-Peyser staff persons and local Workforce Investment Act, Title 1B staff person. The Local Business Service Function will have weekly planning meetings. Through the Local Business Service Function's single point of contact approach, business customers will be able to work with one representative as their primary resource to facilitate securing from other State agencies the subject matter expertise that an employer needs. This will help lead employers through the maze of available resources. Local Business Service Teams will also help employers recruit from targeted groups that are trained but underutilized:

- Persons with disabilities;
- Newly Released;
- Federal Bonding Program candidates;
- Mature workers;
- Veterans; and
- Youth.

Arizona's commitment to helping business customers includes specific services, such as:

- Job postings;
- Recruitment services;
- Rapid Employment Initiative;
- Layoff aversion assistance;
- Training programs;
- Tax credit programs;
- Employment laws awareness;
- Unemployment Insurance; and
- Research and information.

If applicable, describe how the Local Workforce Area will use the Rubrics process to assess and teach the soft skills employers are looking for when hiring quality talent.

Describe how job seekers, youth, and employers will be provided an orientation to the workforce system and the local access points.

Job seekers utilizing the resource room will be provided an orientation to the workforce system by the skills and development team working in the resource room. A television in the resource room will be used to market workforce programs. For potential training participants a video orientation is shown at a weekly workshop to inform them of the training process, enrollment (if eligible) and the commitment involved once enrolled in training.

A youth referred from educational institutions, community organizations or youth case managers will receive an orientation to the workforce system by a member of the welcome function and/or skills and development function.

Employers are provided an orientation to the workforce system via our Business Outreach Coordinators networking with employers.

Job seekers, youth and employers are provided an orientation to the local access points by the libraries or community organizations employees and/or volunteers.

Describe each level of service, core/intensive/training, and the specific steps describing the activities and services available under each, who will qualify for each and how screening will occur to ensure suitability and eligibility for each. Break out services by adult, dislocated worker and youth.

All individuals who are eligible to work in the United States may be served through Core Services. All employers may use core services.

The Arizona Job Connection, a web-based system, allows anyone to access job openings. Persons physically accessing a local One-Stop may use any and or all of the following resources: the information library, fax, phone, computers, copier, and may request assistance with preparing a resume.

The following Core Services are available to anyone seeking employment:

Labor market information	Job Placement assistance
Resume writing assistance	Work readiness workshops
Orientation to One-Stop services	Initial needs assessment (Triage)
TABE (Test of Adult Basic Education)	Computerized Assessment
Referrals to mandated & contracted agencies	Introduction to computer classes
Employer Network	Access to Computers, fax, copier
Resource areas with experienced staff to assist employment seekers	

All individuals can access “core” services through the one-stop centers which include:

- a. Determination of whether individuals are eligible to receive assistance.
- b. Outreach, intake and orientation to the information
- c. Initial assessment of skill levels, aptitudes, abilities and supportive services needs.
- d. Job search and placement assistance
- e. Provision of employment assistance information, including the provision of accurate information leading to local, regional and national labor market areas.
- f. Provision of performance information and program cost information on eligible providers of training services, eligible providers of youth activities, providers of adult education activities, providers of postsecondary vocational education activities and providers of vocational rehabilitation program activities.
- g. Provision of information regarding how the local areas are performing on local performance measures,
- h. Provision of accurate information relating to the availability of supportive services including child care and transportation.
- i. Provision of information regarding filing claims for unemployment compensation.
- j. Assistance in establishing eligibility for programs of financial aid for training and education that are not funded under the Act.
- k. Follow-up services for not less than 12 months, for participants who are placed in unsubsidized employment.

Intensive services are provided to adults and dislocated workers who are not able to obtain employment or who remain underemployed after utilizing core services. An individual must have received at least one core service such as an initial assessment that determines that individual’s need for these services. Individuals may be employed but need these services in order to obtain or retain employment that allows for self-sufficiency.

Intensive services may include:

- Comprehensive and specialized assessment of skill Levels
- Individual employment plans
- Individual and group counseling
- Case management
- Pre-employment skills training
- Work Experience
- Basic Education services

Training Services – Occupational skills training programs funded through individual training accounts must be accessible through the comprehensive One-Stop Centers. Other training services may include:

On-the-Job Training

Programs that Combine Workplace Training with Related Instructions (Including Cooperative Education Programs)

Skill Upgrading and Retraining

Job Readiness Training

Adult Education and Literacy Activities when Integrated with Other Training Services
Customized Training
Registered Apprenticeship Programs

Include a comprehensive menu of partner services available as described in the One-stop Certification Process Policy.

- A. Job Seeker Services.** The affiliate One-Stop Center must offer core and intensive services as defined under WIA. At a minimum the following services will be on the menu of possibilities for job seekers who meet eligibility and suitability criteria set by the Workforce Arizona Council. The One-Stop Operator must provide a specific list of services available at each One-Stop Center.
1. ***Triage and Initial Assessment*** to identify whether the individual is in crisis, has basic needs, or is ready to work and/or get on a path toward a career.
 2. ***Core Services Without Significant Staff Involvement***—At least three (3) of the following services must be offered at the affiliate One-Stop Center:
 - a. Resource Room
 - b. Job Match
 - c. Job Search
 - d. Labor Market Information
 - e. Standardized Skills Assessment (e.g., Work Keys, Prove It)
 - f. Jobseeker Workshops
 - g. Self-Directed/Computer-Based
 - h. Group Workshops
 - i. Follow-up Contact After Job Placement
 3. ***Core Services With Significant Staff Involvement:*** At least three (3) of the following services must be offered at the affiliate One-Stop Center:
 - a. Resource Room
 - b. Job Match
 - c. Job Search
 - d. Staff Administered and Interpreted Standardized Skills Assessments (e.g., CASAS)
 - e. Job Referral When Combined with Staff Help in Decision Making Process
 - f. Scheduling Appointments with Appropriate Community Based Organizations
 4. ***Intensive Services:*** At least three (3) of the following services must be offered at the Affiliate One-Stop Center:
 - a. Individual Employment Plan
 - b. Case Management
 - c. Structured Job Search
 - d. Staff-Administered Skills Development Strategies (e.g. Key Train)
 - e. Career Planning
 - f. Industry Sector Research
 - g. Research on Training Options
 - h. Pre-Employment Workshops
 - i. Group Counseling
 - j. Short-Term Pre-Vocational Services such as Adult Basic Education, English as a Second Language, Basic Computer Literacy, Interviewing Skills, Soft Skills

H.2 Business Services

Describe the role and responsibilities of the Business Service Representatives in the Local Workforce Area. Include active local business partnerships and how collaborations between the local workforce area and employment service staff will be synthesized to coordinate business and employer services.

The Workforce Investment Area Business Outreach Coordinator, Employment Services Supervisor and Local Veterans Representative Supervisor will participate on this team to promote and market program services to employers.

- Assist with developing, writing and entering job orders in Arizona Job Connection
- Conduct outreach to employers
- Organize in-office recruitments, job fairs and or other hiring events
- Coordinate and facilitate employment related workshops
- Attend community meetings as appropriated
- Job Fairs
- Utilize marketing toolkit
- Business Services team meet on a weekly basis

Describe how the local workforce area will coordinate efforts of the multiple programs included in the plan to meet the needs of the business customers of the One Stop system in an integrated fashion, such as hiring plans, training needs, skill development, or other identified needs. The local business plan would also describe how the local workforce area will use program funds to expand the participation of business in the local/regional workforce investment system.

The Business Services team will meet on a weekly basis to customize employer needs. The Local Workforce Board has a Speakers Bureau whereby they give presentations on workforce presentations on workforce services in the three county areas. The Business Services team will do staff presentations at Chamber of Commerce meetings and other organizational meetings, etc. Business Services team will utilize the marketing toolkit to market one-stop services. Business Services team will coordinate meetings with local staff to inform them of the employers' needs. Also, the staff will coordinate meetings with the Business Services team to inform the team members of job seeker employment needs so the Business Services team will be able to contact the employers which may have open positions.

Describe how the local workforce area will utilize on the job training to engage businesses in WIA training and hiring of participants.

The local workforce area will utilize on the job training to engage businesses in WIA training and hiring of participants to meet the needs of the businesses and the needs of the job seekers. An Arizona Workforce Connection representative will approach employers throughout the three county areas to attempt to place a specific participant in a specific occupation and to seek additional job orders for various other positions that the employer could fill with Workforce Investment Act participants.

H.3 Training Services (Adult and Dislocated Workers)

Describe local individual training account policy, including the current threshold for each ITA. Include procedures to ensure the exceptions to the use of Individual Training Accounts, if any, are justified.

Southeastern Arizona Workforce Connections has very flexible policies and are only limited by our allocation. Looking at the needs of the client and various funding sources has allowed us to provide just about any Individual Training Accounts required by our clients. The Local Workforce Investment Board intends to adhere to the law with regard to exceptions set forth. Exceptions may include on-the-job training, customized individual training where there is insufficient number of eligible training providers, or when a special participant population facing multiple barriers to employment has been identified. Such exceptions to training will be linked to occupations in demand. These exceptions will be based on an individual case-by-case assessment and may include inter-agency staffing with appropriate One-Stop partners and community human service agencies.

The Local Workforce Investment Board for Southeastern Arizona Workforce Connection has developed an application and release a Request for Bids. This Request for Bids is widely publicized and mailed to numerous training institutions/entities in the local area. Entities interested in being considered for eligibility as a training provider are requested to submit curriculum information and performance data on each training program under consideration.

Each training provider will be requested to re-establish eligibility annually. Names of selected training providers will be forwarded to the Designated State Agency for the provision of certification service resulting in contracts for placement on the State-approved list.

Cochise, Graham and Greenlee counties are rural areas and it is anticipated that contracts rather than Individual Training Accounts may be used when deemed appropriate. These exceptions will be based on an individual case-by-case assessment and inter-agency staffing when appropriate.

The exceptions to the Individual Training Account system for training services recognized in the Cochise, Graham and Greenlee counties Workforce Investment Area are those noted exceptions in the Workforce Investment Act:

- On-the-Job training
- Customized training and/or

- A training service program of demonstrated effectiveness offered by a community based organization or private organization to serve special participant populations facing multiple barriers to employment.

These Training services may be provided through a contract for service process. The established contracting process will ensure that these exceptions are justified by requiring approval of the Local Workforce Investment Board of Cochise, Graham and Greenlee Counties

Upon receipt of funding allocations, the Local Workforce Investment Board will establish a dollar and time limit policy, based on individual need, determined through objective assessment, and available funding. Individual Training Account amounts will be established during the annual budget process. Individual Training Accounts will be available for tuition, books, and training related supplies and materials (i.e. uniforms, tools, etc. if required for all students). The Individual Training Account limit for this planning period will be \$3000.

Describe the process for determining an approved level of Individual Training Accounts costs and the levels established by the local workforce board;

Based on individual assessment and funds available, an Individual Training Account may be awarded to eligible adults and/or dislocated workers. The maximum Individual Training Account award will be a maximum of \$3,000 unless otherwise approved by the Deputy Director and/or Executive Director.

Describe measure to leverage resources to provide increased access to training opportunities.

During client interviews for enrollment in training case managers are required to verify the client has applied for other funding sources including Pell grants, scholarships, Temporary Assistance for Needy Families programs or any other programs. This verification needs to be completed to avoid any duplication of effort and to leverage resources.

Describe how the local workforce area will ensure that training providers consider the availability of other sources of grants to pay for trainings costs such as welfare-to-work, state-funded training funds and federal Pell grants, so that WIA funds supplement other sources of training grants.

Workforce Investment Act, Title 1B clients requesting training are required to apply for other sources of grants to pay for training costs. WIA clients are also required to obtain a copy of the approved or disapproved other sources of grants for their files. Workforce Investment Act, Title 1B clients are required to inform the One Stop staff and the case managers if they are co-enrolled in any other type of training program or receiving training funds.

Describe the process for determining how training is approved or denied for each eligible participant.

Through our One-Stop Career Center, clients will be evaluated to determine whether or not they need training. A training proposal is available for those interested in training. A client must complete a proposal and return it to the One Stop staff with the information requested. The One Stop staff will refer clients to the case managers. The One Stop staff or any other staff member covering the One Stop Career Center should recommend to clients to apply for Pell Grants when looking for education or training opportunities. Education and training must be directly linked to occupations that are currently in demand in or local area. The case managers will interview and assess the client deciding if they are eligible for our program, the training is in a high demand occupation and they are committed to our program requirements. If the case manager finds the client is eligible for our program they will send a staffing form for approval to the deputy director. Based on a number of factors the deputy director will approve or disapprove the clients request for training.

Describe the grievance policy established for participants denied requested training.

Complaints about Workforce Investment Act, Title 1B programs and activities will be accepted from an individual provided that:

- 1) The complaint is made in writing and
- 2) The complaint is made within thirty days of the alleged occurrence.

All participants have a right to file a grievance for denial of training services as follows:

- 1) If the individual wants to appeal the decision of denial of training services the individual in writing may appeal the decision to the Case Manager.
- 2) If the individual wants to appeal the Case Manager's decision of denial of training services the individual in writing may appeal the decision to the Program Manager (Deputy Director).
- 3) If the individual wants to appeal the Program Manager's (Deputy Director) decision of denial of training services the individual in writing may appeal the decision to the Executive Director. All decisions made by the Executive Director are final.

Upon receipt of a complaint Arizona Workforce Connection the participant will receive within 30 days of filing the written notice of the decision by the appropriate individual.

H.4 Training Services (Eligible Training Providers)

Describe how the local workforce board will accept applications for initial eligibility from certain postsecondary institutions and entities providing apprenticeship training;

The initial eligibility documents from certain postsecondary institutions and entities providing apprenticeship training will be completed and filed through the AJC system (Arizona Job Connection). The local ETPL approver will pull documents from AJC system to review and make the decision with input from the workforce will move forward or not move forward to the local workforce board for approval and/or disapproval.

Describe how the local workforce board will carry out procedures prescribed by the State to assist in determining the initial eligibility of other providers and programs;

The local workforce board will follow the procedures prescribed by the State to assist in determining the initial eligibility of other providers and programs. We will gather all required documentation per the State procedures needed for approval. Then once the provider and programs has been approved by the State Administrative Agency the local workforce board will approve the provider and programs.

Describe how the local workforce board will carry out procedures prescribed by the state to assist in determining the subsequent eligibility of all providers and programs;

The local workforce board follows the state of Arizona's procedures with the local board approving local training providers and programs subsequent eligibility as outlined in the state policy.

Describe how the local workforce board will Compile a local list of eligible providers, collect the performance and cost information and any other required information relating to providers;

The local workforce board will compile a local list of eligible providers utilizing the Arizona Job Connection system. A listing of providers for Cochise, Graham and Greenlee counties will be printed out. Each provider will contacted via mail, email or phone to provide the local workforce board with their performance and cost information and any other required information relating to providers.

Describe how the local workforce board will consult with the designated State Administrative Agency in cases where termination of an eligible provider is contemplated because inaccurate information has been provided;

The Local area Eligibility Training Provider List approver will communicate with the designated State Administrative Agency in cases where termination of an eligible provider is contemplated because inaccurate information has been provided.

I. Service Delivery to Target Populations

I.1 Service Delivery to Target Populations

Describe how the Local Workforce Investment Area will coordinate with workforce system partners to ensure job seekers receive a broad range of services for the following target populations:

We provide a full range of options for customers. Customers are greeted and assessed upon entry into the One-Stop Center. At any point in discussion with staff Customer may self-identify their service needs. We share the customer referrals with other partner programs and they may do a complete assessment of the client needs. We do not discriminate.

Information for all partner services is available in the Comprehensive One-Stop locations through publication, audio and visual materials. Access to staff assisted services from each of the partners is facilitated by appropriate information sharing activities.

Unemployment insurance claimants; assist claimants with accessing unemployment website, fully registering in Arizona Job Connection system, resume assistance and job search assistance.

Long term unemployed; assist claimants with accessing unemployment website, fully registering in Arizona Job Connection system, resume assistance and job search assistance

Under employed; assist with training to improve job skills if eligible for Workforce Investment Act, Title 1B program.

Dislocated workers (including trade-impacted dislocated workers and displaced homemakers);

Assist claimants with accessing unemployment website, fully registering in Arizona Job Connection system, resume assistance and job search assistance. Also, assist with job training if not returning to same career field if eligible for workforce investment act, title 1B program.

Low income individuals (including recipient of public assistance);

Migrant and seasonal farmworkers; services, assessments, employment plans, training and job placement

Veterans; services, assessments, employment plans, training and job placement

Individuals with limited English proficiency; referral to English Language classes, services, assessments, employment plans, etc.

Homeless individuals including veterans; services, assessments, employment plans, training and job placement

Newly released offenders; services, assessments, employment plans, training and job placement

Older workers; services, assessments, employment plans, training and job placement

Individuals training for nontraditional employment; and Individuals with multiple challenges to employment services, assessments, employment plans, training and job placement

Describe strategies and partnerships that will focus on serving individuals with disabilities.

Individuals with disabilities will complete an assessment in the One-Stop Center which may show the need for additional services. If additional services are needed a referral may be made to Vocational Rehabilitation at that time. Vocational Rehabilitation is co-located with us in the One-Stop Center to provide immediate services. The individual with disabilities will be given a general information and referral form to complete as the first step in assessing a vocational rehabilitation client. (See Appendix for general information and referral form).

1.2 Dislocated workers

Describe how the local workforce area coordinates the delivery of services to eligible dislocated workers.

The local workforce area will follow the Workforce Investment Act, Title 1B Guidance letter #02-08 to coordinate the delivery of services to eligible dislocated workers. See Appendix _____. Workforce Investment Act, Title 1B Case Managers will work with Employment Services and Veteran staff to deliver services to eligible dislocated workers. Eligible Dislocated Workers may be identified through a rapid response event which may take place when a company has a layoff of employees or a plant closure.

1.3 Rapid Response

Identify the local rapid response coordinators who are responsible for connecting dislocated workers to Workforce Investment Act Title 1-B resources.

WIA Rapid Response Coordinator, Case Manager or designee and/or Employment Service Supervisor or designee.

Identify how the local rapid response coordinators work with additional stakeholders through integrated partnerships to form rapid response teams.

In the event of a rapid response, the Southeastern Arizona Workforce Connection will notify the Chief Elected Officials and initiate ARRIS. This notification will include an invitation to participate in the coordination and delivery of rapid response activities. The State Dislocated Worker Unit coordinates all Rapid Response activities with the local Rapid Response Teams. Each local area has a Rapid Response team comprised of local area dislocated worker staff, DES Employment Service staff and other appropriate workforce partners. This team makes contact with employers and employees within 48 hours of the required Worker Adjustment and Retraining Notification Act (WARN) communication. This Rapid Response team represents a quick and positive response from local areas and state government, providing information and/or services on employment and training opportunities. Rapid Response services are provided to assist employers, employees, and communities that are facing a plant closure, mass layoff, or a substantial layoff due to business curtailment or foreign competition.

Rapid Response services may be conducted when there is notice of an impending plant closure, mass layoff, or substantial layoff.

Identify the local area's rapid response team and their roles and functions.

Services are delivered through a Rapid Response Team, which will be represented by staff from Employment Service, the Southeastern Arizona Workforce Connection, and other appropriate workforce development partners. The Dislocated Worker Program is the lead agency and makes initial contact with the employers to initiate the process. An affected company is contacted within 48 hours of receipt of notification of a layoff or plant closure.

Through linkages developed between the Dislocated Worker Program, Employment Service, Southeastern Arizona Workforce Connection and other local workforce development agencies, a network is established that will identify companies in need of services. The Dislocated Worker staff will respond to employers confirmed as in need of assistance and provide them with informational services, define the employers role and obligation prior to the provision of services, identify services required and numbers to be served.

Dislocated Worker staff will meet with local network agencies to inform them of the scope of layoff or closure and discuss the services to be provided. Staff will identify agencies that will participate in the pre-layoff activity/ identify their role, and establish an agenda, identify the date(s) for the activity and confirm with the affected employer.

When there is a large layoff and funds are limited, a grant for additional funds may be warranted. Dislocated Worker staff provides the appropriate information to the State Dislocated Worker Unit, and a grant application is completed and forwarded to the Department of Labor.

Identify your local rapid response policies, including the minimum threshold number of affected workers that Local Workforce Investment Board has approved for rapid response services to be provided to a company experiencing a layoff, reduction in force or closure.

The local area follows the state's rapid response policies. The minimum threshold is one of affected workers that Local Workforce Investment Board has approved for rapid response services to be provided to a company experiencing a layoff, reduction in force or closure.

Describe services to be provided to those affected by a mass layoff including planned strategies for incumbent worker training focusing on layoff aversion.

Rapid response is aimed at providing services as quickly as possible to dislocated workers by cooperating and combining efforts involving the affected companies, employees and service providers. Rapid response teams may be composed of linking Dislocated Worker staff, such as Employment Service, Southeastern Arizona Workforce Connection and other appropriate workforce development staff. Other service providing agencies may be represented as appropriate. Functions of the rapid response team may include:

- *Program information/ referral:* This will be an integral part of rapid response services. Staff representing appropriate Dislocated Worker linking agencies will be available to offer information to dislocated workers and affected employers regarding services and make appropriate referrals. On-site eligibility will be available to those seeking assistance.
- *Early intervention:* Rapid Response services may be initiated as early as six months before the actual layoff or plant closure. The Dislocated Worker staff representing the linking agencies will drive coordination of services. On-site services will be available to maximize accessibility and convenience.
- *Facilitate the provision of adjustment and retraining services:* A wide array of services will be available to dislocated workers and affected companies to facilitate provision of adjustment and retraining. Workshops that address practical job search issue such as resume' writing and interviewing techniques will be offered. Other workshops may address stress management, financial planning and comprehensive career planning. Retraining services will be available to eligible customers to upgrade or develop new skills in demand occupations that will facilitate successful re-entry into the labor force.
- *Employer Assistance:* The Rapid Response Team will assist employers in complying with federal dislocated worker regulations. Problems of low morale, absenteeism and reduced productivity, which may accompany significant change, can be mitigated through the wide array of available Rapid Response services. When there is a large layoff and funds are limited, a grant for additional funds may be warranted. In this event, Dislocated Worker staff will provide the appropriate information to the State Dislocated Worker Unit, and a grant application will be completed and forwarded to the Department of Labor.

1.4 Apprenticeship Program

Describe how the local workforce area will coordinate efforts with the State Apprenticeship Program.

The Business Outreach Coordinator will work with interested employers in developing training packages that complement the Arizona Job Training Program, including OJT opportunities.

Describe current and planned use of WIA Title 1B funds for apprenticeship training.

Traditionally, Workforce Investment Act, Title 1B funds have been used to support participants who enter a variety of apprenticeships. Support often consists of tuition and books for the classroom portion of the apprenticeship for the first year or second year, as well as tools and/or work clothing.

1.5 Trade Adjustment Assistance

Describe how Trade Adjustment Assistance services will be delivered. Local Workforce Investment Areas must describe how they will ensure enrollment of Trade Adjustment Assistance participants into the Workforce Investment Act Title 1B Dislocated Worker Program.

The Trade Adjustment Assistance program was created to provide benefits and support to workers who become unemployed due to the impact of international trade. The Trade Adjustment Act program seeks to provide U.S. workers who are adversely affected by trade with the opportunity to obtain the skills, resources, and support they need to become reemployed. Effective October 21, 2011, President Obama signed the Trade Adjustment Assistance Act of 2011, which made some changes to the 2009 Trade Adjustment Act program amendments. The Trade Adjustment Act program works closely with Workforce Development partners to provide these services and achieve the goal of returning workers to suitable employment as quickly as possible.

The Trade Adjustment Act program is a federal program that is operated through each State. Applicants are approved for the program using a two-step process: 1) applying to the United States Department of Labor for certification for program eligibility for a group of workers at a specific company and 2) applying within a worker's State for individual benefits and services based on a DOL certification.

Program Benefits and Services

Training

Allowable types of training include: classroom training, on the-job training, customized training designed to meet the needs of a specific employer or group of employers, apprenticeship

programs, post-secondary education, prerequisite education or coursework and remedial education, which may include General Educational Development preparation, literacy training, basic math, or English as a Second Language. The cost of training is paid to the training provider by the State with Trade Adjustment Act Program funds.

Training may be approved on a full-time or part-time basis, although full-time training is required in order to meet income support eligibility requirements. Workers covered by a certification may enroll in a Trade Adjustment Act-approved training program when they are still working but have been threatened with a lay-off.

To receive training paid for under this program, the following six criteria must be met:

1. No suitable employment is available.
2. The worker would benefit from appropriate training.
3. A reasonable expectation of employment exists.
4. Training is reasonably available.
5. Worker is qualified to undertake and complete such training.
6. Training is available at a reasonable cost.

Income Support

A Trade Readjustment Allowance is available to continue to provide income support while an individual is participating in Trade Adjustment Act Approved Training and attending training full-time. The amount of each weekly Trade Readjustment Allowance payment is based on the weekly unemployment insurance benefit amount the person has already received. A Trade Adjustment Act participant must have been entitled to receive UI benefits before they may receive Trade Readjustment Allowance and must have exhausted their UI entitlement.

Health Coverage Tax Credit

An individual who is eligible to receive Trade Readjustment Allowance under the Trade Adjustment Act program may also be eligible to receive tax credits for 72.5% of the monthly health insurance premium they pay. Qualifying insurance coverage includes Consolidated Omnibus Budget Reconciliation Act (COBRA), state Consolidated Omnibus Budget Reconciliation Act (COBRA), continuing individual coverage or other state-qualified plans.

Reemployment Trade Adjustment Assistance (RTAA)

These benefits are available if a Trade Adjustment Act participant is age 50 or older and obtains a new job which does not pay more than \$50,000.00 annually and is paying less than the job the participant was laid-off from. Participation in Reemployment Trade Adjustment Assistance allows a person to receive a wage supplement.

Reemployment Trade Adjustment Assistance payments may total 50% of the difference between the old and new wages, with a maximum of \$10,000.00 paid over a period of up to two years. An individual who is receiving Reemployment Trade Adjustment Assistance, is also entitled to

receive employment and case management services and the Health Coverage Tax Credit, and may be eligible to enroll in Trade Adjustment Act-approved training. Workers may qualify for Reemployment Trade Adjustment Assistance while employed full-time, or when working part-time, employed at least 20 hours a week, and participating in a Trade Adjustment Act-approved training program.

Employment and Case Management Services

These services are available at a local Employment Service Office or One Stop Career Center to help an individual evaluate training and career options that are available. Specific case management services may include: assessment of skill levels; development of individual employment plans; information on available training; information on how to apply for financial aid; short-term prevocational services; individual career counseling; information on employment statistics; and information relating to the availability of supportive services.

Employment Service has dedicated Trade Adjustment Act Counselors that provide services as needed. Per Employment Services Policy all eligible Trade Adjustment Act applicants must be referred to Workforce Investment Act, Title 1B for co-enrollment. Workforce Investment Act, Title 1B Guidance Letter #02-08 dated November 13, 2008, address co-enrollment of all Trade Adjustment Act participants.

Job Search Allowances

This monetary benefit is available to cover expenses incurred while seeking employment outside a person's normal commuting area, if employment in a suitable job, where they are likely to remain employed and earn family-sustaining wages is not available in their area. Job search allowances reimburse 90% % of the costs of allowable travel and subsistence, up to a maximum of \$1,250.00.

Relocation Allowances

This monetary benefit is available to reimburse a Trade Adjustment Act participant for approved expenses when they must move to a new area to earn family-sustaining wages in employment outside of their normal commuting area. Relocation allowances may include 90% of the reasonable and necessary expenses involved in moving the Trade Adjustment Act participant, their family, and household goods to a new area following re-employment. In addition, they may receive a lump sum payment equal to three times their average weekly wage, up to a maximum payment of \$1,250.00.

1.6 Reemployment Services

Describe how reemployment services will be coordinated within the operations of the One-Stop Centers.

The American Recovery and Reinvestment Act of 2009 provided additional workforce funding to increase employment and training services. Arizona Employment Service implemented the Reemployment Services) Program. Reemployment services are provided to Unemployment Insurance claimants to maximize resources and enhance the workers' opportunities to return to the workforce. Claimants are selected each week to meet one-on-one with an Employment Services staff member to assess their employability status. All claimants are provided core services to include full registration in Arizona Job Connection, the State Workforce System and referrals to program partners and community providers as appropriate.

Arizona is participating in the Unemployment Insurance Reemployment and Eligibility Assessment Initiative. The program is designed to get Unemployment Insurance claimants into the One-Stop Career Centers for the purpose of: 1) reviewing their eligibility for unemployment compensation; and 2) developing a reemployment plan that connects them to One-Stop Career Center services.

There are five components included in the Reemployment and Eligibility Assessment model:

1. The claimant must receive a Unemployment Insurance eligibility assessment;
2. The claimant must physically report to the One-Stop Career Center;
3. The claimant must receive labor market information;
4. The claimant must receive assistance in developing a reemployment plan that includes work search activities; and
5. There must be feedback from the One-Stop back to the Unemployment Insurance system regarding the claimant's receipt of services, which are a condition of eligibility.

Claimants that are selected for Reemployment Eligibility Assessment services are in the ninth (9th) week of benefits and are identified as likely to exhaust Unemployment Insurance benefits. They are notified to report to the local One-Stop facility for a one-on-one in-person assessment. Claimants are required to provide their work search log and a copy of their resume for review and discussion. During the one-on-one assessment potential barriers are identified through the use of the Layoff-to-Employment Action Planner (LEAP) and appropriate referrals to support services are made and included in their reemployment plan.

1.7 Migrant Seasonal Farmworker Outreach Program (if applicable)

Where provided, describe how Migrant Seasonal Outreach Program services will be delivered and coordinated within the operations of the One Stop Centers.

The Migrant Seasonal Farmworkers Program was established by a US District Court Judge, Charles R. Richey, August, 1975, mandating specific actions be taken to correct inequities that were going on in early 1970 against Migrant Seasonal Farmworkers. Among the charges were discriminatory and unequal treatment and services by State employment security agencies and

Department Of Labor officials were not effectively enforcing the law and Department Of Labor regulations.

By issuing this court order, Civil Action No. 2010-72, it was established that all State Employment Service agencies and all local offices, regardless of (agricultural) activity level, to provide Migrant Seasonal Farmworkers the full range of employment services, benefits and protections.

The dedicated Migrant Seasonal Farmworkers staff person in Douglas will provide outreach services to any Agricultural Employer in the area on an as-needed basis.

1.8 Senior Community Service Employment Program (SCSEP)

Describe how the local workforce system will ensure integration of the Senior Community Service Employment Program into the local workforce area business plan.

Title V employees work with 501(c) (3) non-profits or government agencies to learn/update their skills. The employees are aged 55 plus and have their wages paid by the Workforce. The goal of this service is get older Americans back into the workforce which provides an additional pool of qualified candidates for employers. This program is provided in partnership with the Senior Community Service Employment Program.

The job developer for the SCSEP program for Cochise, Graham and Greenlee counties is located in the Sierra Vista One Stop Center. Southeastern Arizona Workforce Connection utilizes the "older worker" in the Senior Community Service Employment program in the Sierra Vista and Clifton One Stop Centers.

1.9 Youth Services

Describe the strategies to be used to incorporate the required youth program elements within the design framework.

Elements included are:

- Tutoring, study skills training, instruction leading to secondary school completion, including dropout prevention;
- Alternative secondary school services;
- Summer employment opportunities linked to academic and occupational learning;
- Paid and unpaid work experiences;
- Occupational skill training;
- Leadership development opportunities;
- Comprehensive guidance and counseling;
- Adult mentoring;

- Supportive Services; and
- Follow-up services.

Intake, assessment, service planning, participant tracking, and accountability are centralized or standardized across agencies. Partner agencies form a network offering multiple points of entry and a choice of service-delivery locations. Although agencies focus on particular populations within the Counties, all youth receive consistent services and access all appropriate service options. Tutoring is available through local secondary school districts as well as assistance through the tutoring program at the local community colleges. Partnering with local entities is helpful in drop-out prevention. All youth enrolled in Workforce Investment Act, Title 1B services under the 6th locally determined barrier “Poor Work History” are eligible to complete a summer work place internship through collaboration with local employers and other partner entities. Occupational and Basic Skills goals are set and attainment pending weekly evaluation by employer as well as case manager. Employers are encouraged to hire youth after the completion of the summer work place internship. On many cases, the experience of the internship leads the youth of other employment opportunities within the community. Professional Youth Quest offers leadership opportunities, comprehensive guidance and adult mentoring through internships and Professional skills classes as well as tutoring opportunities within local educational entities. All youth participants are made aware of all supportive and follow up services available before, during and after the completion of intensive services.

Describe the strategy to provide initial intake, objective assessment, case management, individual service strategies and eligibility assessment of youth.

Professional Youth Quest targets Workforce Investment Act, Title 1B youth that are considered neediest and most at-risk, which are defined as: out-of-school youth, high school dropouts, runaway and homeless youth, youth in foster care, court involved youth, children of incarcerated parents, parenting, migrant youth dropouts and youth who are behind in school. Professional Youth Quest has challenged local schools working with youth to determine if their students are without a high school diploma or Arizona’s Instrument to Measure Standards deficient and to assist the participant in passing the AIMS test or General Educational Development through tutoring programs available in the community, or return to school.

Intake and testing is provided at One Stop, subcontractor agencies, and schools. Interested, eligible youth are referred to case managers from the intake unit. It is the Case Manager who prepares an Individual Service Strategy and arranges the services needed for the youth.

Describe how the Local Workforce Area will deliver comprehensive services for eligible youth, particularly youth with significant barriers to employment. The discussion must include how the Local Workforce Area coordinates youth activities, including coordination of WIA Youth activities with the services provided by the Job Corps (if applicable) program in the state.

Services are provided by a multi-agency team of case managers from Job Corps, community-based organizations, juvenile justice, training institutions, Charter Schools, rehabilitation services providers, homeless youth agencies and prevention programs. Referral systems are set in place to promote collaboration between the public workforce system, education, human services and juvenile justice. Youth most in need are identified and through collaboration with local community colleges and training facilities, youth are connected to the training and educational opportunities that will lead to gain successful employment.

Identify the additional 5% non-economically disadvantage youth barrier, including the process and criteria to be used to determine “serious barriers to employment”, and the process to track enrollment of non-economically disadvantaged youth.

Not more than 5% of youth participants receiving services through Workforce Investment Act, Title 1B youth funds will be individuals who do not meet the minimum income criteria to be considered eligible. This is monitored and ensured by Southeastern Arizona Workforce Connection contractual provisions with the youth provider and youth case managers that reduce the individuals that do not meet minimum income criteria to 0%. In other words all youth must be eligible.

Identify the process that is used to track out of school youth enrollments and expenditures to meet the 30% out of school youth minimum expenditure requirement.

The program has set a target of 30% expenditures for out-of-school youth. Contracts with providers are written reflecting these targets. One Stop divides Workforce Investment Act, Title 1B youth funds into two streams for tracking and reporting in the financial system: In school and Out of School youth. Charges follow each youth, and cost allocation models for related expenditures reflect in and out of school youth funding streams.

Identify the sixth youth barrier(s) for “individuals (including youth with a disability) who is required additional assistance to complete an educational program, or to secure and hold employment,” as identified by the Local Workforce Board.

The sixth youth eligibility criterion is Occupational Skills Deficient, which is defined as;

- a. Has never worked;
- b. Has had insufficient job experience and has not successfully completed skills training in the occupation in which training will be provided; or
- c. Are two or more grade levels below his or her age appropriate level in any category, as this could severely limit the required skills needed for most employment opportunities.

Describe in detail strategies to identify, recruit and engage youth to comply with the Literacy and Numeracy Gains performance measure.

Individual service strategies will be completed during the assessment phase to include a customized competency-based strategy plan to include literacy and numeracy gains, if needed. The strategies will be regularly reviewed and updated by the case managers to ensure that youth participants are on track to meet their goals. If the case manager believes referrals are needed they will be made to the appropriate resources in order for the youth to meet the literacy and numeracy gains.

Describe in detail how the Local Workforce Area will conduct monitoring of Youth Program providers to ensure compliance with program objectives.

Sub-Recipients' case files will be monitored on a quarterly basis. Case files will be randomly reviewed to assure compliance with WIA guidelines and to ensure documentation verification has taken place. The program manager will review case files and complete the case file review document on each file attached to this procedure. If program manager finds deficiencies in case files the sub-recipient will be notified in writing and given so many business days to correct deficiencies and notify program manager in writing all deficiencies have been corrected.

I.10 Veterans

Describe strategies that will ensure compliance with the priority of service procedures and how Veterans will be served.

Veterans and eligible spouses of veterans are screened when they come into the comprehensive center by the welcoming team. If the person is a veteran or eligible spouse of a veteran they are given priority of service materials to complete and they are given a Veteran priority of service badge to wear while in the comprehensive center.

Priority of Service is the right of an eligible "**Covered Person**" to be given priority of service over an eligible non-covered person for the receipt of employment, training and placement services, notwithstanding other provisions of the law. Covered persons take precedence over non-covered persons in obtaining services and shall receive access to services and resources earlier in time than a non-covered person. If services or resources are limited, the covered person receives access instead of or before the non-covered person.

You are a "**Covered Person**" and are entitled to Priority of Service if:

- You served in the military or air service, were discharged or released under conditions other than dishonorable as specified in 38 U.S.C 101(2);

- Active service includes full time National Guard or a Reserve component, other than full time duty for training; or
- You are the spouse of:
 - Any veteran that died of a service connected disability; or
 - Any member of the armed forces service on active duty who, at the time of application for the priority, is listed as one or more of the following categories and has been so listed a total of more than 90 days:
 - Missing In Action,
 - Captured in line of duty by a hostile force,
 - Forcibly detained or interned in the line of duty by a foreign government.
- Any veteran who has a total disability resulting from a service connected disability, as evaluated by the Veterans Administration,
- Any veteran who died and a total disability (service connected), as evaluated by the Department of Veteran Affairs, was in existence.

All veterans and or eligible spouses of veterans will be referred directly to the Disabled Veterans Outreach Program Specialist or Local Veterans Employment Representative to complete an initial assessment of service needs to include full registration in Arizona Job Connection.

If the veteran has barriers to employment, the Disabled Veterans Outreach Program Specialist and or Local Veterans Employment Representative will provide case management services.

Disabled Veterans Outreach Program and Local Veterans Employment Representative staff will assist eligible spouses with employment needs and or appropriate referrals.

Describe in detail strategies to be implemented to identify and enroll eligible veterans in the Dislocated Worker program.

The local area will follow Workforce Investment Act, Title 1B Guidance Letter No. 02-08, change 3 to identify and enroll eligible veterans in the Dislocated Worker program. The welcome team will ask all customers coming into the one stop center if they are a veteran or a spouse of a veteran.

J. Desired Outcomes

Identify who will negotiate performance measure goals on behalf of the local board.

The Executive Director and Deputy Director will negotiate performance measure goals on behalf of the local board.

A description of the local levels of performance negotiated with the State to be used by the Local Workforce Board for measuring the performance of the local administrative and fiscal agent (where appropriate), eligible training providers, and the local One-Stop delivery system.

<u>Performance Measures</u>	<u>Final PY13 Negotiated Level</u>
<u>Adult:</u>	
Entered Employment	74.5%
Employment Retention	84.0%
Average Earnings	\$12,600
<u>Dislocated Worker:</u>	
Entered Employment	83.0%
Employment Retention	87.5%
Average Earnings	\$16,400
<u>Youth:</u>	
Placement in Employment/Education	62.5%
Attainment of Degree/Certificate	60.5%
Literacy/Numeracy Gains	43.0%

The plan should also describe any additional established indicators and system measures, beyond those required by programs' authorizing statutes.

The following statutory measures will be tracked during the Program Year:

<u>Statutory Measures</u>	<u>Target</u>
<u>Adult:</u>	
Employment/Credential	66.0%
<u>Dislocated Worker:</u>	
Employment/Credential	72.0%
<u>Older Youth:</u>	
Entered Employment	73.0%
Employment Retention	82.0%

Earnings Change	\$4,000
Cert/Credential Rate	50.0%
Younger Youth:	
Diploma/Equivalent	68.0%
Retention	65.0%
Skill Attainment	83.0%

Wagner Peyser 2013

Entered Employment Entered Employment Rate	55%
Employment Retention Entered Employment Rate	80%
Average Earnings	\$13,000

Jobs for Veterans State Grant Funded Staff:

Disabled Veterans Outreach Program:

Disabled Veterans Entered Employment Rate	45 %
Disabled Veterans Entered Employment Rate	75%

Local Veterans Employment Representative:

Recently Separated Veterans Entered Employment Rate	63 %
Recently Separated Veterans Entered Employment Rate	73 %

Disabled Veterans Outreach Program /Local Veterans Employment Representative Consolidated:

Veterans Entered Employment Rate – Weighted	43 %
Veterans Entered Employment Rate	73%
Veterans Average Earnings	\$16,662

Performance Targets for One-Stop Services for Veterans:

Veterans Entered Employment Rate	43 %
Veterans Employment Retention Rate	73 %
Veterans Average Earnings	\$16,662
Disabled Veterans Entered Employment Rate	43%
Disabled Veterans Entered Employment Rate	73 %
Disabled Veterans Average Earnings	\$16,662

Trade Adjustment Act Federal Fiscal Year (FY) 2012 Performance Goals:

Reemployment Rate	58%
Retention Rate	83.2%
Average Earnings	\$13,278

Describe the State approved balanced scorecard measures and how you plan to measure and track progress-include additional measures chosen by your local area that will included on your balanced scorecard.

The Local Board will compare this list to the final results of the Workforce Arizona Council in regard to a balanced scorecard and make a decision on whether any local measures are needed. If so, local measures will be decided among these:

- Customer Perspective of Employer Satisfaction Survey at Job Fairs
 - Job Seeker – Employer/Employment
 - Number of Calls To/From Employers-Repeat Calls
 - Number of All Job Postings versus Entry-Level or Management
 - Quantitative Measure
 - Types of Touches
- Financial Perspective of location of Training Dollars
 - Total
 - By Trainer
 - Per Client Average
 - Per Program
- Internal Business Processes Perspective
 - Number Unqualified but Referred to Employers
 - Satisfaction Survey
 - Staff Should Define
- Workforce Capacity Perspective Master Trainer for Staff Certifications
- General Considerations
 - Have a kiosk check-in that records data with custom questions
 - Work with Biz Outreach staff to set realistic goals
 - Don't over think measurements and keep focus on quality of service

Describe the State required data management system and how partners will interact to provide needed information and to get information from the system needed to manage the local workforce system.

The Arizona Job Connection labor exchange system will be utilized not only for case management but also for common data collection, information management and United States Department of Labor reporting for Workforce Investment Act, Title 1B, Wagner-Peyser and Trade Adjustment Act programs. The local area will print out needed Arizona Job Connection management and performance reports to monitor the local workforce system.

Describe the role technology will play in accessing services and tracking information to enhance service delivery.

The Arizona Job Connection system will be utilized by the job seeker and employer to access services, track clients enrolled in training programs, etc.

How will you measure customer satisfaction and what will you do to use the results for enhancements?

The local area will utilize customer satisfaction surveys in the comprehensive one stop center for job seekers and employers. The surveys will be reviewed and measures may be put into place to enhance the services received by job seekers and employers.

K. Agreements, Policies and Procedures

In accordance with State policies attach the following:

Fully executed Chief Local Elected Official Agreement clearly identifying the administrative and fiscal entity and reflecting the responsibilities of each.

Chief Local Elected Official and Local Board Partnership Agreement

Local Board and Designated Operator Agreement

Fully executed Memorandums of Understanding between the One Stop Operator and each partner agency.

Fully executed Resource Sharing Agreement outlining how services and operating costs of the local system will be funded; methodology for cost sharing and invoicing and payment processes.

Provide in detail how the Local Workforce Board and Chief Local Elected Official will ensure that One Stop Operator Agreement will be adhered to and the institutional controls that will be implemented to ensure adherence to the Agreement with respective roles and responsibilities of each party with respect to the operation of the One Stop system.

The local workforce board and chief local elected official will ensure that one stop operator agreement will be adhered to and the institutional controls that will be implemented to ensure adherence to the agreement with respective roles and responsibilities of each party with respect to the operation of the One Stop system by monitoring each site for compliance of the one stop operator agreement. The local workforce board will be updated on a quarterly basis by the Executive Director and/or Deputy Director of any concerns of noncompliance issues concerning the one stop agreement. Annually, the Chief Local Elected Official will be updated of any concerns of noncompliance issues concerning the one stop agreement. If noncompliance issues are found the operator will have so many days to correct the issues found.

Describe the monitoring process and oversight criteria and procedures utilized to move the workforce investment system toward the local Workforce Area goals.

Two types of client/case management monitoring occur—desk monitoring and on-site monitoring. Desk monitoring is conducted by One Stop Case Managers on a monthly basis. They meet with each case manager and review a sample of files. On-site monitoring is conducted by two or three staff, often including a One Stop Case Supervisor, who visits the agency and review program activities, files, and related expenditures.

The performance monitoring process and oversight includes monthly reviews by program directors using common measures, file documentation and Arizona Job Connection data.

Describe how the local workforce area identifies areas needing improvement and any processes in place to address identified deficiencies.

Southeastern Arizona Workforce Connection reviews case management performance and identifies areas needing improvement. Changes in strategies or processes are identified to correct any performance deficiencies. Once a deficiency is identified a corrective action plan is required and approved by the program director. Corrective actions are monitored and reviewed for compliance with the corrective action plan and adjustments are made as necessary to ensure the deficiency is corrected. The Local Workforce Investment Board receives quarterly reports covering program management and performance.

Provide a copy or a URL link to all local operational and programmatic policies.

A copy of operational and programmatic policies for Workforce Investment Act, Title 1B will be provided. Below are the Employment Service policy manual and the ADOC human resources website links:

ES Policy Manual: <http://intranet/main.aspx?menu=452&id=3226>

ADOC Human Resources website: <https://www.azdes.gov/main.aspx?menu=258&id=2198>

L. Complaints, Grievances

Describe in detail the Local Workforce Area's process, procedures and local policy to address formal and informal grievances from job seekers and business customers.

Complaints about Workforce Investment Act, Title 1B programs and activities will be accepted from an individual provided that:

- The complaint is made in writing and
- The complaint is made within thirty days of the alleged occurrence.

All participants have a right to file a grievance for denial of training services as follows:

- If the individual wants to appeal the decision of denial of training services the individual in writing may appeal the decision to the Case Manager.
- If the individual wants to appeal the Case Manager's decision of denial of training services the individual in writing may appeal the decision to the Program Manager (Deputy Director).
- If the individual wants to appeal the Program Manager's (Deputy Director) decision of denial of training services the individual in writing may appeal the decision to the Executive Director. All decisions made by the Executive Director are final.

Upon receipt of a complaint Arizona Workforce Connection the participant will receive within 30 days of filing the written notice of the decision by the appropriate individual.

Include an appeal process that ensures that no individual is excluded from participation in or with a Workforce Investment Act Title 1B funded activity or employment for any reason.

Complaints about Workforce Investment Act, Title 1B programs and activities will be accepted from an individual provided that:

- The complaint is made in writing and
- The complaint is made within thirty days of the alleged occurrence.

All participants have a right to file a grievance for denial of training services as follows:

- If the individual wants to appeal the decision of denial of training services the individual in writing may appeal the decision to the Case Manager.

- If the individual wants to appeal the Case Manager's decision of denial of training services the individual in writing may appeal the decision to the Program Manager (Deputy Director).
- If the individual wants to appeal the Program Manager's (Deputy Director) decision of denial of training services the individual in writing may appeal the decision to the Executive Director. All decisions made by the Executive Director are final.

Upon receipt of a complaint Arizona Workforce Connection the participant will receive within 30 days of filing the written notice of the decision by the appropriate individual.

Describe in detail the Local Workforce Area's process, procedures and local policy to address formal grievances from job seekers and business customers and training providers.

The local area will follow the State of Arizona guidance to address formal grievances from job seekers and business customers and training providers.

Describe and provide a copy or electronic link to the local programmatic policies for the delivery of integrated services as described in the Local Business Plan.

Southeastern Arizona Workforce Connection will be following the State of Arizona's One-Stop system, integrated services policies.

Local Business Plan Assurances

As a condition to the award of Workforce Investment Act funds, the local grant recipient assures that it will comply fully with the provisions of the following:

- 1) That it will establish, in accordance with Section 184 of the Workforce Investment Act (WIA), fiscal control and fund accounting procedures necessary to ensure the proper disbursement of, and accounting for funds paid to the local area through the allotments made under Sections 128 and 133.
- 2) That Veterans will be afforded employment and training activities authorized in Section 134 of the Workforce Investment Act, to the extent practicable. (112(b)(17)(B).
- 3) That it will comply with the confidentiality requirements of Section 136(±)(3).
- 4) That no funds received under the Workforce Investment Act will be used to assist, promote, or deter union organizing (Section 181 (b)(7).)
- 5) That it will comply with the nondiscrimination provisions of Section 188, including compliance with the State Methods of Administration (Section 188.).
- 6) That it will collect and maintain data necessary to show compliance with the nondiscrimination provisions of Section 188 (Section 185.)

- 7) That it will comply with the grant procedures prescribed by the Secretary (pursuant to the authority at Section 189(c) of the Act) which are necessary to enter into grant agreements for the allocation and payment of funds under the Act. The procedures and agreements will specify the required terms and conditions and assurances and certification, including, but not limited to, the following:
 - a) General Administrative Requirements:
 - 29 CFR part 97 - Uniform Administrative Requirements for State and Local Governments (as amended by the Act)
 - 29 CFR part 96 (as amended by OMB Circular A-133)- Single Audit Act
 - OMB Circular A-87- Cost Principles (as amended by the Act)
 - b) Assurances and Certifications:
 - SF 424 B- Assurances for Non-construction Programs
 - 29 CFR part 31, 32 - Nondiscrimination and Equal Opportunity Assurance (and regulation)
 - CFR part 93- Certification Regarding Lobbying (and regulation)
 - 29 CFR part 98 - Drug Free Workplace and Debarment and Suspension Certifications (and regulations)
 - c) Special Clauses/Provisions:

Other special assurances or provisions as may be required under Federal law or policy, including specific appropriations legislation, the Workforce Investment Act, or subsequent Executive or Congressional mandates.
- 8) That veterans' services provided with Wagner-Peyser Act funds will be in compliance with 38 U.S.C. Chapter 41 and 20 CFR part 1001.
- 9) That it developed, and will continue to develop, this Plan in consultation with local elected officials, the local workforce board, the business community, labor organizations and other partners.
- 10) That it will meet the regulatory requirements to procure youth services by a competitive process as outlined in the WIA regulations and State Youth Procurement Guidelines.
- 11) That the LWIB will meet a minimum of four times per year, or once each quarter.
- 12) That all L WIB business will be conducted in accordance with the Arizona Open Meeting Law.
- 13) That it will comply fully with the nondiscrimination and equal opportunity provisions of the following laws:
 - Section 188 of the Workforce Investment Act of 1998 (WIA), which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIA Title I financially assisted program or activity;
 - Title VI of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the basis of race, color, and national origin;

- Section 504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination against qualified individuals with disabilities;
 - The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age; and
 - Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs. The grant recipient also assures that it will comply with 29 CFR part 37 and all other regulations implementing the laws listed above. This assurance applies to the grant recipient's operation of the WIA Title I – financially assisted program or activity, and to all agreements the grant recipient makes to carry out the WIA Title I - financially assisted program or activity. The grant recipient understands that the United States has the right to seek judicial enforcement of this assurance.
- 14) That program services will be provided and funds will be spent in accordance with the Workforce Investment Act and Wagner-Peyser Act legislation, regulations, written Department of Labor and State of Arizona guidance, and all other applicable Federal and State laws. Local business plan contents cannot override the legislative and regulatory requirements of the Workforce Investment Act and/or the Wagner-Peyser Act.